

HRODC Postgraduate Training Institute,
A Postgraduate-Only Institution,
Verified by, & Registered with,
UK's Department for Education



#020.1

**Business Management,
Postgraduate Programme**

Leading To:

Postgraduate Certificate in

Business Management

**Accumulating to a
Postgraduate Diploma, with
180 additional Credit-Hours.**



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+44 7586 676 208.



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Prof. Dr. R. B. Crawford - Director

PhD (UCL – Uni London); MEd M. (Uni Bath); PGC IS (Uni West London);
Adv Dip Sc Ed (Uni Bristol); PG Dip Doctoral Research Supervision
(Uni Wolverhampton); F.I.M.S.; HR Specialist (I.M.S.);
Executive M. AOM; M. AAM; M. ISGS; M. SCOS; M. RG.

Programme or Course Coordinator:

Prof. Dr. R. B. Crawford, is the Director of
HRODC Postgraduate Training Institute.

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;
- Fellow of the Institute of Management Specialists;
- Human Resources Specialist, of the Institute of Management Specialists;
- Member of the Asian Academy of Management (MAAM);



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Prof. Dr. R. B. Crawford, Director.

- 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.

He was formerly an Expatriate at:

- Ministry of Education, Sokoto, Nigeria;
- Ministry of Science and Technical Education, Sokoto, Nigeria;

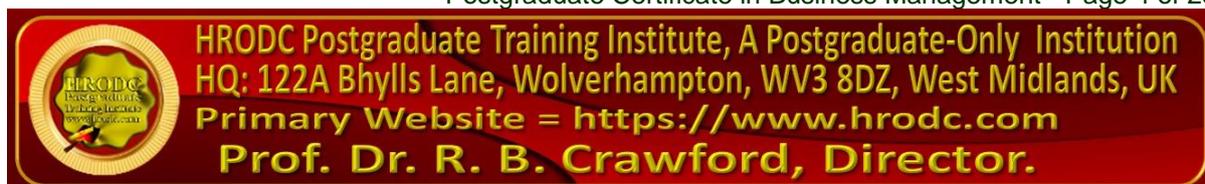
Business Management Postgraduate Programme, Leading to Postgraduate Certificate in Business Management, accumulating to a Postgraduate Diploma, with 180 additional Credit-Hours.

- University of Sokoto, Nigeria;
- College of Education, Sokoto, Nigeria; and

Former Editor-In-Chief of 'Sokoto Journal of Education'.



- Assets Accountants;
- Attorneys;
- Board of Directors;
- Business Analysts;
- CEOs who are involved with development of long-term customers, suppliers, outsourcing Partners, and other Global Strategic Alliances;
- Chief Executive Officers;
- Chief Executives;
- Chief Secretaries;
- Civil Engineers;
- Consultants;
- Corporate Managers;
- Cost Accountant;
- Cost and Management Accountant;
- Directors;
- Entrepreneurs;
- Executive Directors;
- Executive Managers;
- Financial and budget controllers who are moving to wider responsibilities ;
- Financial planners and cost analysts;
- First appointment managers on fast-track development Programmes;
- Functional Managers;



- Fund Holders;
- General Investors;
- Human Resource Managers;
- Human Resource Practitioners;
- Individuals with a genuine interest in Issues associated with Organisational Management.
- Individuals with a genuine interest in Issues associated with Project Management;
- Internal Auditors;
- It May Also Be Beneficial To Consultants and External Accountants who work with managers and executives, in the support of improvements to operational and financial processes.
- Junior Managers;
- Lecturers;
- Line Managers;
- Management Graduates;
- Management Lecturers;
- Managers and Supervisors from every business discipline and department who have to run departments and plan, cost and budget during their business lives;
- Managers who have to plan, cost and budget new business ventures;
- Managers who need to know more about business planning, budgeting, costing terms and techniques;
- Managers who require a refresher programme on the topic or who would benefit from having an opportunity to consider new ideas and methods;
- Managers with direct financial responsibilities;
- Marketing, Engineering and Human Resources Managers;
- Middle Managers;
- Non-Executive Directors;
- Organisational Development Practitioners;
- Performance Measurement Specialists;
- Productivity Specialists;
- Programme Managers;
- Project Commissioners;
- Project Evaluators;
- Project Managers;

- Project Monitoring Personnel;
- Project Team Leaders;
- Public Accountants;
- Sales and Marketing Executives;
- Senior Financial Advisors;
- Senior Financial Officers;
- Senior managers who supervise people with financial responsibilities;
- Senior Managers;
- Senior Managers;
- Supervisors;
- Supply-Stream Professionals;
- Team Members;
- Value Analysts;
- Value Engineers;
- Venture Capitalists;
- Vice Presidents of Manufacturing and Commercial Businesses;
- Vice Presidents;
- Individuals with a genuine interest in Issues associated with Organisational Management;
- Any Non-Financial Managers who are required to read, interpret, and contribute to business financial reports.

Programme Duration & Cost:

- * Classroom Duration: 6 Weeks; 5 Days Per Week;
- * Online Duration: 10 Weeks; 3-Hr Day, 6-Day Week;
- * Classroom Cost: £25,000.00 Per Student;
- * Online Cost: £16,750.00 Per Student;
- * Group Cost: Varies with its Size.





Classroom-Based Cost Includes:

- Continuous snacks throughout the Event Days;
- Hot Lunch on Event Days;
- City Tour;
- Stationery;
- On-site Internet Access;
- Postgraduate Diploma; Postgraduate Certificate; Diploma – Postgraduate; or
- Certificate of Attendance and Participation – if unsuccessful on resit.



Students & Delegates are Treated to a Selection of Our Branded Complimentary Products, which Include:

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



Daily Schedule: 09:00 To 16:30 But may Vary, with Location.



Our Scheduled Delivery Locations Include:

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

Other Locations, & Inhouse, on Request.



**Postgraduate Certificate in Business Management:
Programme Objectives.**



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

- Analyse how delegation contributes towards effective time management;
- Analyse the concept of leasing in relation to delegating;
- Analyse the perception in each role;
- Ascertain how activity-based management improves processes and profitability;
- Ascertain the concept of delegation;
- Ascertain the impact of cost structure changes;
- Ascertain the importance of competitor information and strategic positioning towards the success of an organisation;
- Ascertain the importance of delegating tasks;
- Ascertain the importance of equity capital;
- Ascertain the information contained in profit and loss account pertaining to the company;

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- Ascertain the relationship between an incumbent's experience and role enactment;
- Ascertain the relationship between an incumbent's role perception and his or her role performance;
- Ascertain the strategy on how to create a cost-aware organisation;
- Demonstrate familiarity with the different components of the profit and loss account;
- Demonstrate familiarity with the outline of strategic management accounting;
- Demonstrate familiarity with the structure of the cash flow statement;
- Be knowledgeable of some key cost concepts;
- Calculate the Return on Investment (ROI) in Education, Training and Development;
- Calculate Weighted Average Cost of Capital (WACC) using the correct formula;
- Cite the link between culture and managerial action;
- Conceptualise classical organisational theory and design, neo-classical, humanistic and contingency organisational design approaches;
- Contrast job-costing systems and process costing and explain how they are used to accumulate, track and assign product costs;
- Address the external organisational accountability;
- Define free cash flows and identify the inclusions thereof;
- Define gearing;
- Define important cost terms and give their corresponding purpose;
- Define investment;
- Define objectives, generally;
- Define profit;
- Define role set;
- Define role;
- Define variance analysis and give its function;
- Define, describe and analyse the nature of an organisation;
- Demonstrate a heightened knowledge of how training needs might be devised from Strategic Plans;
- Demonstrate a heightened understanding of role relationships;
- Demonstrate an appreciation of importance of welfare in the development of personal management and human resource management;

- Demonstrate an understanding of the concept of power and how it might be applied for the benefit of the organisation;
- Demonstrate an understanding of the issue of 'responsibility' and how it translates in superior-subordinate relationships in organizations
- Demonstrate awareness of the importance of communication in the process of Human Resource Management;
- Demonstrate their ability to conduct a Human Resource Audit;
- Demonstrate their ability to determine the type of commitment that motivate particular individuals to join an organisation;
- Demonstrate their ability to lead a recruitment and Selection Team;
- Demonstrate their ability to manage recruitment and selection within a 'resourcing context'.
- Demonstrate their understanding of distinction between Personnel Management and Human Resource Management;
- Describe and enumerate some single and dual status organisations;
- Describe role as the behavioural expectations of a role set;
- Describe self-ideal as a behavioural construct;
- Describe the bureaucratic organisations, adhocratic organisations, mechanistic organisations, organismic organisations;
- Describe the democratic incumbent, autocratic incumbent, the generous incumbent, the dedicated incumbent, the social self and the role of each;
- Design a Job Description;
- Design a Personnel Specification;
- Design and Weight a Candidate Assessment Form (CAF);
- Determine how cost of debt is measured;
- Determine how rolling budget makes a manager's budget realistic and attainable;
- Determine how the budget of a business is plan and control through cost-management;
- Determine some exemplifying roles;
- Determine the benefits of the organisation out of the flexed budgets;
- Determine the boundary relationship of a role set;
- Determine the different parts of the balance sheet;
- Determine the factors influencing Human Resource Planning;

- Determine the factors that Delegates should ascertain before delegating tasks;
- Determine the importance of is cash flow;
- Determine the limitations of CVP analysis;
- Determine the links between corporate planning and human resource planning;
- Determine the organisation's opportunity costs in providing Education, Training and Development for its Employees;
- Determine the place of an incumbent's perceived role expectations on his or her role enactment;
- Determine the resources necessary to enhance individual and team performance;
- Determine the support that Delegators should give to their Delegates, during their performance of the specified tasks.
- Determine the use of cost management information and its benefits;
- Determine the use of non-financial information together with financial information;
- Determine the uses and purpose of accounting;
- Determine when there is a need to review an organization's Human Resource Plans;
- Differentiate between investment appraisal criteria and investment decisions;
- Differentiate cash from profit as a measure of performance, EBITDA;
- Differentiate direct cost from indirect costs;
- Differentiate fixed and flexed budget and determine under the situation under which they are used;
- Differentiate managerial control and worker autonomy and professionalism in mechanistic organisations;
- Differentiate operational centralisation and decentralisation;
- Differentiate product cost from period costs;
- Differentiate social objectives from business objectives;
- Discover how cost drivers generate cost and give examples of cost drivers;
- Discover how under-costing and over-costing influence profitability;
- Discover how variance analysis helps management understand the present costs and control future costs;

- Discuss, with confidence, the factors that are associated with poor performance;
- Distinguish absorption costing and variable costing;
- Distinguish among internal, upward and downward organisational accountability;
- Distinguish between Education, Training and Development;
- Distinguish between formal and informal organisations;
- Distinguish between informal management and formal management succession charts;
- Distinguish cash and profit;
- Distinguish fixed cost and variable costs and give examples for each;
- Draft accounting reports and statements;
- Elucidate the concerns of managers in delegating;
- Enumerate examples of business and non-business organisations;
- Enumerate the components of a master budget;
- Enumerate the factors influencing effective delegation;
- Enumerate the purposes of budgeting;
- Enumerate the sources of finance;
- Enumerate the types of variances and give the reasons for their occurrence;
- Establish the cost/volume/profit (CVP) relationships;
- Establish the link between role and the external environment;
- Establish the link between role and the internal environment;
- Establish the link of process development to costing;
- Establish the links between the profit and loss account and balance sheet;
- Establish the links between three accounting statements: the cash flow statement, profit and loss account and balance sheet;
- Establish the relationship between delegation and external candidature;
- Establish the relationship between power, culture and organisational structure;
- Establish the relationship between self-ideal and a performance enhancer;
- Establish the relationship between strategic accounting systems, and the balanced scorecard;
- Exhibit their ability to take appropriate measures to improve Individual and Team Performance;

- Explain cost allocation in joint-cost situation;
- Explain facets #1 and 2 of authority;
- Explain how managers and subordinates benefit from delegation;
- Explain how production-related activities are classified under cost hierarchy;
- Explain how social objectives lead to profitability gain;
- Explain how target costing and target pricing help determine and achieve a target cost for a product and specify their implications;
- Explain some accounting language and terminology;
- Explain the accountant's role in the organisation;
- Explain the concept of accruals and monetary concepts;
- Explain the concept of capital rationing and control of capital investment projects;
- Explain the concept of delegation as internal promotion;
- Explain the concept of organisational culture;
- Explain the concept of segmental expectations;
- Explain the different classification of culture;
- Explain the motivation and the behavioural aspects of budgeting;
- Explain the process and value of Human Resource Audit;
- Explain the underlying concept of Investors in People (IIP);
- Explore the bases for 'division of labour/work' in organisations and their relation to organisational effectiveness;
- Expound the facet of authority, providing practical examples;
- Find out how life cycle product budgeting and costing assist in pricing decision;
- Find out how zero-based budgeting fixed poorly figured, previously budgeted amount;
- Give the bases of divisional organisational structure;
- Identify role segments;
- Identify some organisational tasks and determine how tasks are grouped;
- Identify the components of cash flow statement;
- Identify the concerns of managers in delegating;
- Identify the different internal and external users;
- Identify the different planning and operational variances;
- Identify the different sources of financial information;

- Identify the key elements of published reports and accounts and explain each;
- Explain the following aspects of ratio analysis: Profitability; Efficiency and performance; Liquidity; Investment; Cash flow; The DuPont system;
- Identify the linkages between ABM and ABC;
- Identify the possible uncertainty and risk in budgeting and planning;
- Identify the role expectations of social support;
- Identify the set of complimentary relationship in every role;
- Identify the single and mixed products;
- Identify the stages and flow of cost in activity-based costing (ABC);
- Identify the standard costs of a company;
- Identify who are the users of accounting and financial information;
- Illustrate a matrix organisational structure;
- Illustrate a simple, functional and divisional organisational structure;
- Illustrate the difference between the hard approach to HRM and Soft approach to HRM;
- Illustrate, vividly, how the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Factors impinge on Employee Resourcing, incorporating Human Resource Planning;
- Indicate the significant aspects in the Development of Personnel Management and Human Resource Management;
- Explain the budget process, including activity-based budgeting;
- Enumerate the degree of specificity of role in mechanistic organisations and organismic organisations;
- Illustrate the importance of delegation in increasing productivity and workflow;
- Narrate the importance of lines of authority and accountability in organisations towards effective organisation communication;
- Determine the information contained in the balance sheet pertaining to the company;
- Explain, with suitable examples, the organisation's accountability to owners or sponsors, clients, users, or customers, creditors, and sector or industry;
- Demonstrate their knowledge of organisational and accounting control systems;
- Illustrate how to delegate authority for effective task performance;

- Suggest how to delegate responsibility with delegated tasks;
- Explain how to develop competitive advantage;
- Demonstrate their ability to perform break-even analysis;
- Demonstrate their ability to predict business failure using the ALTMAN z-score;
- Link Employee Resourcing with Business and Organisational Development;
- Link resources, activities and management;
- List some structural typologies and describe each;
- Locate Performance Management in an appropriate context;
- Manage the risk of internal 'sabotage';
- Manage the strategic role:
- Name the three major influences on pricing decisions;
- Outline the activity-based budgeting process;
- Perform a risk analysis;
- Peruse business objectives through business objectives;
- Prepare a cash flow statement for their company;
- Provide a working definition of accountability;
- Realise the value of standard costing as a management tool;
- Relate the part played by Rowntree in the development of personal management and human resource management;
- Specify the limitations of the conventional balance sheet;
- Specify the new role for managers and accountants.
- Suggest solutions to some problems in budgeting;
- Suggest the importance of Human Resource Planning in Organisation Management;
- Suggest ways to improve organisational culture.
- Suggest ways to integrate continuous improvement into variance analysis;
- Demonstrate their understanding of organisational structure as roles and relationships;
- Demonstrate their understanding of the concept of internal selection mechanism;
- Demonstrate their understanding of the principle of profit and profitability;
- Demonstrate their understanding of the principle of transfer pricing;
- Demonstrate their understanding of d the time value of money;

- Utilise the sensitivity analysis in decision-making to overcome risk and uncertainty;
- Utilise the sensitivity analysis in decision-making to overcome risk and uncertainty.

PG Certificate Programme Outline:
While, so far, we have Provided Pertinent Information, Incorporating Learning Objectives, Duration, Cost, Target Audience, & Coordinator, We have withheld Details of Programme Contents, Concepts, & Issues. Students will receive the Specifics in attendance, At our International Locations, & Online.



Part 1: Contextualising Organisational Analysis

Part 2: Delegation as an Operational Imperative

Part 3: Contextualising Delegation

Part 4: Role in an Organisational Context

Part 5: The Organisation's Internal and External Accountability



Part 6: Organisational Design Metaphors and Relationships

Part 7: Understanding Organisational Culture

Part 8: From Personnel to Human Resource Management: A Strategic Development

Part 9: Human Resource Management As A Strategic Tool

Part 10: Strategising Employee Resourcing (1)

Part 11: Strategising Employee Resourcing (2)

Part 12: Motivation in Human Resource Management

Part 13: Contextualising Motivation in Human Resource Management

Part 14: Diversity Management and Its Importance in Human Resource Management



Part 15: Diversity Management or Mismanagement: Organisational Enhancement or Catastrophe?

Part 16: Project Management: Overview

Part 17: Project Initiation

Part 18: Project Planning Process

Part 19: Project Execution and Control

Part 20: Project Monitoring and Evaluation

Part 21: Project Termination or Closure

Part 22: Management and Cost Management Fundamentals: A Review of Key Cost Concepts

Part 23: Different Approaches to Costing (1)

Part 24: Cost Planning and Pricing Decisions: Life – Cycle – Costing, Target Costing and Target Pricing

Part 25: A Strategic View of the Business Environment (1)

Part 26: A Strategic View of the Business Environment (2)

Part 27: The Financial Statements and Financial Analysis

Part 28: Budgeting and Short-term Planning

Part 29: Budgetary Control, and Long-Term Planning DCF and Capital Investment Appraisal

Part 30: Financing the Business and Strategic Accounting

Part 31: A Strategic View of the Business Environment (1)

Part 32: A Strategic View of the Business Environment (2)

Part 33: The Financial Statements and Financial Analysis

Part 34: Budgeting and Short-term Planning

Part 35: Budgetary Control, and Long-Term Planning DCF and Capital Investment Appraisal

Part 36: Financing the Business and Strategic Accounting



HRODC Postgraduate Training Institute.
Regulation For The Awards of:
* **Postgraduate Diploma;**
* **Postgraduate Certificate; &**
* **Diploma – Postgraduate.**



Diploma – Postgraduate; PG Cert.; & Postgraduate Diploma Awards

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,

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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. [Please click to view and download our List of Specialist Postgraduate Certificate, and Postgraduate Diploma Programmes](#)



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:
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**'.



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.



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:

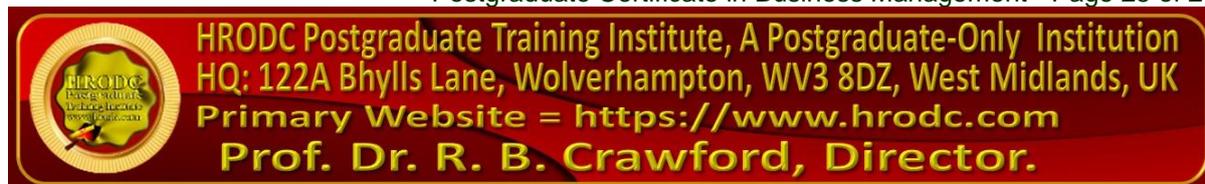
- In-Class Tests;
- Text-Case Analyses;
- Video-Case Analyses;
- 'Out-of-Class' Assignments;
- Individual Presentations;
- Group Presentations; and
- End of Course Examinations.

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.



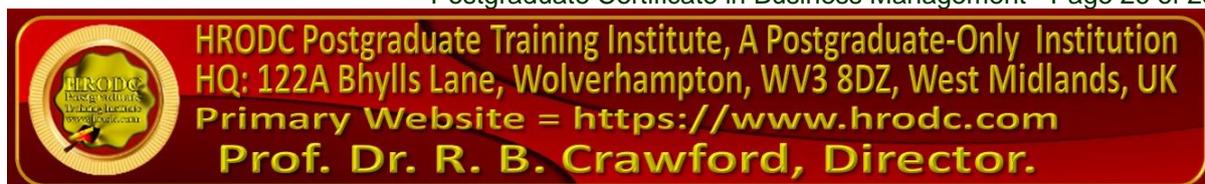


In a move away from the traditional online courses and embracing recent developments in technology-mediated distance education, HRODC Postgraduate Training Institute has introduced a Video-Enhanced Online delivery. This Online mode of delivery is revolutionary and, at the time of writing, unique to HRODC 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;
- 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 1st of each month, with the cut-off date being the 20th 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.



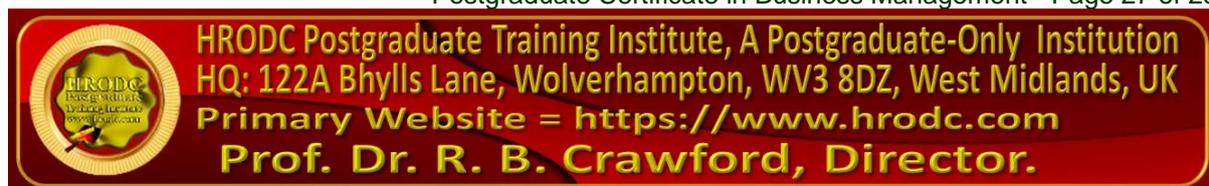
You might study an Online Postgraduate Certificate or Online Postgraduate Diploma, in 10 and 20 weeks, respectively, in the comfort of your office or homes, through HRODC Postgraduate Training Institute's Video-Enhanced Online Delivery. We will deliver the 180 Credit-Hours and 360 Credit-Hours, in line 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.



[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_Extinuating_Circumstances_Payment_Protocol_Location.htm)

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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.



You are most Welcome to Visit our Main Website, & SM Pages, to Communicate with, & 'Follow', us.



For and on Behalf of:

**Prof. Dr. R. B. Crawford - Director
HRODC Postgraduate Training Institute**

