

# HRODC Postgraduate Training Institute



**A Postgraduate - Only Institution**



**#017**

**Comprehensive Real Estate Management**

**Programme**

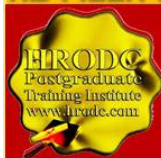
**Leading To:**

**POSTGRADUATE DIPLOMA IN**

**Real Estate Management**

**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.



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*A Postgraduate – Only Institution*

**Websites:**  
<https://www.hrodc.com/>  
<https://www.hrodc.london>  
[postgraduateshortcourses.com/](https://www.postgraduateshortcourses.com/)

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

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

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+44 1902 763 607  
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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/>.**

#### **Programme 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

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**For Whom This Course is Designed**  
**This Programme is Designed For:**

- Asset Brokers;
- Asset Managers;
- Auctioneers;
- Bankers;
- Business Rate Assessors;
- Buy-To-Let-Investors;
- Chartered Public Accountants;
- Chartered Surveyors;
- Chief Financial Officers;
- City Planning Officers;
- Commercial Property Investors;
- **Commercial Real Estate Investors;**
- Conveyancers;
- Conveyancing Solicitors;
- Corporate Accountants;
- Court Officers;
- Economic Planners;
- Electronic Conveyancers;
- Electronic Document Registration Service Providers;
- Electronic Identification Verification Service Providers;
- Electronic Land Registry Operators;
- Enterprise Risk Managers;
- External Auditors;
- Financial Administrators;
- Financial Analysts;
- Financial Auditors;
- Financial Officers;
- Financial Risk Analysts;
- Financial Risk Managers;
- Freeholders;

- Fund Managers;
- Fundholders;
- Health and Safety Managers;
- Housing Cooperative Managers;
- Housing Department Officers;
- **Housing Managers;**
- Housing Trust Managers;
- Insurers;
- Internal Auditors;
- Joint Venture Investors;
- Joint Venture Operators;
- Land Authorities' Officers;
- Land Registry Electronic Document Registration Service Providers;
- Land Registry Officers;
- Land Valuers;
- Leasehold Managers;
- Legislators;
- Licenced Conveyancers;
- Long-Term Lenders;
- Mineral Rights Officers;
- **Mixed-Use Real Estate Investors;**
- Monetary Officers;
- Mortgage Advisors;
- Mortgage Insurers;
- Mortgage Lenders;
- Mortgage Refinancers;
- Mortgagees;
- National Insurance Administrators;
- National Insurance Investors;
- National Insurance Security Specialists;
- **Oil and Gas Estate Managers;**
- **Pension Fund Administrators;**
- Pension Fund Administrators;


- **Pension Fund Holders;**
- Pension Fund Holders;
- Pension Fund Reviewers;
- Planning Agents;
- Port Authority Officers;
- **Port Authority Property Managers;**
- Property Administrators;
- Property Agents;
- Property Assessors;
- Property Auction Managers;
- Property Auctioneers;
- Property Brokers;
- Property Conveyancers;
- Property Developers;
- Property Engineers;
- Property Inspectors;
- Property Insurers;
- Property Investors,
- Property Marketing Agents;
- Property Registry Officers;
- Property Sales and Marketing Officials;
- Property Sales Personnel;
- Property Searchers;
- Property Surveyors;
- Property Tax Inspectors;
- Property Valuers;
- Real Estate Administrators;
- Real Estate Agents;
- Real Estate Auctioneers;
- Real Estate Conveyancers;
- Real Estate Developers,
- **Real Estate Investment Trust Officers;**
- Real Estate Managers;

- Real Estate Project Managers;
- **Real Estate Property Managers;**
- Real Estate Valuers;
- Real Property Experts;
- Realtors;
- Redemption Officers;
- Reinsurers;
- Rentowners;
- Residential Property Investors;
- Residential Real Estate Investors;
- Revenue Authority Managers;
- Revenue Authority Officers;
- Risk Managers;
- Social Security Risk Managers;
- Solicitors;
- Sovereign Wealth Managers;
- Stock Brokers;
- Stock Exchange Officers;
- Stock Exchange Operators;
- Stock Market Operators;
- Structural Surveyors;
- Subprime Mortgagees;
- Taxation Officers;
- Title Abstractors;
- Title Searchers;
- Value Engineers;
- Venture Capitalists,
- All others with an interest in Real Estate Management; Financial Risk Management; Property Management; Property Sales and Marketing and other related areas.

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<b>Classroom-Based Duration and Cost:</b>	
<b>Classroom-Based Duration:</b>	<b>12 Weeks (5 Days per Week)</b>
<b>Classroom-Based Cost:</b>	<b>£45,000.00 Per Student</b>
<b>Online (Video-Enhanced) Duration and Cost</b>	
<b>Online Duration:</b>	<b>20 Weeks – 3 Hours Per Day, 6 Days Per Week</b>
<b>Online Cost:</b>	<b>£30,150.00 Per Student</b>

### **Classroom-Based 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.**

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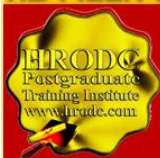
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**Delivery Locations:**

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.

<b>Comprehensive Real Estate Management</b>				
<b>Leading to Postgraduate Diploma in Real Estate Management</b>				
<b>Current Module #</b>	<b>Pre-existing Course #</b>	<b>Module Title</b>	<b>Duration</b>	<b>Credit Value</b>
017.M1	018	Real Estate Management and Pertinent Financial Issues	1 Week(5 Days)	Single
017.M2	019	Conveyancing and Property Valuation	2 Weeks(12 Days)	Double
017.M3	149	Mortgage Strategy in Real Estate Management	1 Week(5 Days)	Single
017.M4	150	The Legal Parameter of Real Estate Management	1 Week(5 Days)	Single
017.M5	030	Real Estate Managing Agency and Associated Health and Safety Issues	1 Week (5 Days)	Single
017.M6	011	Financial Risk Management 1	1 Week(5 Days)	Single
017.M7	072	Corporate Governance: Principles and Practice	2 Weeks(10 Days)	Double
017.M8	180	Real Estate Sales and Marketing	3 Weeks (15 Days)	Triple



## Comprehensive Real Estate Management, Programme

### Leading to Postgraduate a Postgraduate Diploma in Real Estate Management

## Programme Objectives

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

- Accurately conduct an on-the spot commercial property valuation, taking pertinent factors into account;
- Accurately locate an organisation's management and workers within the 'internal-external-stakeholder-spectrum';
- Address the extent to which external organisational accountability affect internal organisational dynamics;
- Address the implications of National, Regional and International Embargo on Import and Export and Service Dispensation.
- An understanding of the fundamentals of leadership and management;
- Analyse education, training and development programmes;
- Appreciate the important role of strategic accounting in business performance improvement.
- Appreciate the need to maintain a 'generalised client/ customer information system';
- Argue on the cost effectiveness of a structural survey;
- Ascertain the importance of considering counterparty risk in evaluating contracts;
- Assess the implications of the 'Receivership' of a company for its statutory, primary and secondary creditors;
- Assess the risk and uncertainty associated with alternative outcomes;
- Assist clients in solving their problems relating to products and service;
- Calculate risk in financial exposure;
- Calculate statistics from actual data;
- Cite some risk within the financial institutions;
- Cite some strategies to manage transaction exposure;

- Cite Specific legislation and related cases relevant particular job design issues;
- Communicate effectively with clients, colleagues, juniors and managers;
- Compare property registration in the UK with that of at least one other country;
- Conduct a property valuation of a private property, with at least 80% accuracy;
- Conduct a risk assessment;
- Conduct individual and panel interviews;
- Conduct periodic and exit interviews;
- Construct a business plan that will be attractive to investors and fund managers;
- Construct a Completion Statement for the Seller;
- Create a match between individual capabilities and orientation, on the one hand, and job design features, on the other;
- Decide what workers or managers are likely to gain from Geographical Flexibility;
- Decide whether the rise and fall of local currency value has an effect on real estate;
- Defend the strategic importance of employee Resourcing;
- Define accountability in relation to the control and allocation of resources, internally and externally;
- Define authority generally but also with specific relation to superior-subordinate relationship;
- Define corporate governance in relation to the processes, customs, policies, laws and institutions affecting the way a corporation is directed, administered or controlled;
- Define, with examples, social organisations;
- Demonstrate a 'working understanding' of Mortgage and Mortgage Rates;
- Demonstrate a heightened understanding of Property 'Charges' and the legal bases of their registration;
- Demonstrate a heightened understanding of the organisation's responsibility and accountability to its shareholders as primary stakeholders;
- Demonstrate a knowledge of Conveyancing in at least one other country;
- Demonstrate a working knowledge of the function and operation of a National Property Registry;
- Demonstrate an appreciation of important of welfare in the development of personnel management and human resource management;
- Demonstrate an awareness of International Electronic Conveyancing (E-Conveyancing) Initiatives;

- Demonstrate an understanding of 'reasonable support';
- Demonstrate an understanding of ergonomics in job design;
- Demonstrate an understanding of the bases of organisational typologies;
- 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 difference that exists between ordinary and preference shares;
- Demonstrate an understanding of the issue of 'responsibility' and how it translates in superior-subordinate relationships in organisations;
- Demonstrate an understanding of the legal bases of Employee Resourcing;
- Demonstrate an understanding of the legal framework of client service;
- Demonstrate an understanding of the objective hierarchy;
- Demonstrate an understanding of value of front-line staff to organisational effectiveness;
- Demonstrate how financial exposure risk are managed;
- Demonstrate how financial risks are quantified;
- Demonstrate knowledge about mean and statistical mean;
- Demonstrate the relationship between a company's legal status and its accounting reporting requirement, and the rationale on which this demand is based;
- Demonstrate their ability to conduct a human resource audit;
- Demonstrate their ability to conduct job analysis;
- Demonstrate their ability to contribute to the maintenance of customer/ client loyalty;
- Demonstrate their ability to determine the type of commitment that motivate particular individuals to join an organisation;
- Demonstrate their ability to initiate improvements in client service;
- Demonstrate their ability to lead a recruitment and Selection team;
- Demonstrate their ability to remain calm and courteous during unpleasant situations such as an encounter with an irate client;
- Demonstrate their expertise in leading a customer/client care team;
- Demonstrate their knowledge of the property regulation of at least one Borough;
- Demonstrate their understanding of an effective job design system;
- Demonstrate their understanding of function of the National Land Information Service;
- Demonstrate their understanding of how a local Property Registry operates;

- Demonstrate their understanding of legitimate authority and how managers can provide help to their subordinates, in this regard;
- Demonstrate their understanding of merits and demerits of Freehold properties, on the one hand, and leasehold on the other;
- Demonstrate their understanding of the benefits and drawbacks of individual employee Resourcing strategy;
- Demonstrate their understanding of the different employee resourcing strategy;
- Demonstrate their understanding of the importance of employee Resourcing in an organisational context;
- Demonstrate their understanding of the local money market;
- Demonstrate their understanding of the phases of foreclosure or repossession;
- Demonstrate their understanding of the relationship between organisational tasks and objectives;
- Demonstrate their understanding of what real estate management entails;
- Demonstrate understanding of different type and levels of organisational flexibility, from an Industrial Relation or Employee Relations prospective;
- Demonstrate understanding of distinction between personnel management and human resource management;
- Demonstrate understanding of strategic planning and decision-making framework;
- Describe asset behaviour and pricing implication;
- Describe financial risk in the organisational setting;
- Describe the legal and political risk environment;
- Design an effective induction package;
- Design job description and personnel specification for particular roles;
- Detail the factors that should be taken into account when conducting a commercial property valuation;
- Determine an investor's reason for investing in a derivative security;
- Determine how corporate strategy leads to effective risk management;
- Determine how credit risks are calculated;
- Determine how to manage currency risk;
- Determine the factors influencing human resource planning;
- Determine the importance of operational 'transparency' in the face of the regulatory authorities' demand and in the enhancement of shareholder and client confidence.

- Determine the links between corporate planning and human resource planning;
- Determine the most appropriate legal form for particular entrepreneurial setting;
- Determine The role of Trading Standards in dealing with consumer complaints;
- Determine the situation in which liquidity risk arises;
- Determine what constitutes a 'non-binding' contract, under The *Unfair Terms in Consumer Contracts Regulations 1999*;
- Determine when a full structural survey is necessary;
- Determine when credit risk arises;
- Determine when there is a need to review an organization human resource plans;
- Determine why settlement risk has been historically a particular problem in the foreign exchange markets;
- Develop a general strategy towards property marketing;
- Develop a strategy to manage the relationship between themselves and the vendor, on the one hand, and themselves and the purchaser, on the other;
- Develop operating and resource budgets;
- Develop profit and cash flow budgets using traditional and activity based methods;
- Devise an effective employee Resourcing strategy;
- Devise tactics for marketing specific properties;
- Discuss about future's market risk;
- Discuss about sensitivity analysis as risk management;
- Discuss the reason for the existence of foreign currency market;
- Discuss the significance of statistics;
- Discuss what determines the extent to which the company is affected by economic exposure;
- Discuss which type of company is susceptible to transaction exposure;
- Distinguish between a basic survey and a full structural survey;
- Distinguish between business and non-business organisations;
- Distinguish between business objectives and social objectives;
- Distinguish between internal and external organisational accountability;
- Distinguish between primary and secondary objectives;
- Distinguish between the different types of job design;
- Distinguish between the different types of job design;

- Distinguish between winding up or insolvency, Bankruptcy, Receivership, and Administration;
- Draft a legally binding Conveyancing contract;
- Draw a parallel between material and facilities Resourcing and people Resourcing, from the standpoint of organisational effectiveness;
- Draw on cases of Deeds default and their resultant consequences;
- Enhance capability of arriving at objective decisions in personnel Selection;
- Enumerate some sources of operating risk;
- Enumerate the different kinds of banking risk and explain each;
- Establish the array of issues that are enshrined in a company's ethical behaviour;
- Establish the link between financial risk and the market dynamics;
- Establish the link between risk and equity market;
- Establish the primary role of technology in risk management;
- Establish the role that real estate plays in depressed economies;
- Evaluate investments in capital and long-term projects using PB, ARR, NPV and IRR appraisal methods;
- Exhibit a 'functional' level of interpersonal relationship;
- Exhibit a heightened awareness of the organisation's accountability to its Board of Directors;
- Exhibit a heightened knowledge of the support that managers should provide to 'delegates', to enhance the performance of their roles;
- Exhibit a heightened understanding of the ways in which the organisation is accountable to its clients/users and customers, their expectations, and the effort the organisation can make to meet their expectations, so as to avoid negative consequences of any deficiency;
- Exhibit a willingness to seek help and advice from colleagues and managers, when faced with difficult situations;
- Exhibit an appreciation of the need for a professional and caring relationship between the Conveyancer and his or her client, throughout the Conveyancing process;
- Exhibit an awareness of the high standard of service, which each client anticipates;
- Exhibit an understanding of the desirability of a limited turnover of staff;

- Exhibit an understanding of the different power centres that exist in an organisation and, their legitimacy and effect on organisational stability and flexibility to respond effectively to a crisis;
- Exhibit an understanding of the factors that constitute an effective real estate management;
- Exhibit an understanding of the functioning of a 'client-driven organisation';
- Exhibit an understanding of what constitutes the rights and equitable treatment of shareholders;
- Exhibit competence in fundamental aspects of customer/ client service - incorporating sensitivity to clients' needs;
- Exhibit leadership in dealing with 'the irate customer/ client';
- Exhibit the extent to which social objectives enhance business objectives;
- Explain how the interests of secondary stakeholders can be preserved;
- Explain how the second facet of authority might be enhanced and the responsibility that managers have to their subordinates, in relation to their organisational positions and roles;
- Explain probability and normal distribution;
- Explain the concept of Chi-Squared Distribution;
- Explain the degree to which a formal management succession chart can enhance the effectiveness of the process of delegation;
- Explain the different statutory agencies to which an organisation is accountable, providing advice regarding how the organisation can benefit from co-operating with them, in relation to their requirement and expectations;
- Explain the entrenched practice regarding 'fixtures and fittings' or chattel, in residential property sale;
- Explain the issue of accountability, in relation to the organisational hierarchy;
- Explain the nature and role of financial statements and their interpretation;
- Explain the order in which the proceeds of a company's assets will be distributed among its creditors, in the event of it falling into 'Receivership';
- Explain the requirements of HIPS, outlining their values and drawbacks;
- Explain the underlying principle of financial risk management;




- Explain the way in which the organisation is accountable to its owners (partners, shareholders) or sponsors and the negative implications that they can yield if their expectations are not met;
- Explain traditional authority and how it translates to organisational relationships;
- Explain why particular 'aspects' should be included in the Business Plan, to enhance its effectiveness;
- Explore the bases for 'division of work/ labour' in organisations and their relation to organisational effectiveness;
- Expound the facet of authority, providing practical examples ;
- Find out how statistical analysis is used as a risk management instrument;
- Find out how the interest rate derivatives market are managed;
- Give the general definition of risk;
- Have designed ways of stabilizing staff turnover/high turnover;
- Highlight the developmental opportunities that delegation provides for subordinates;
- Identify and measure currency risk;
- Identify some financial methods of measuring risk;
- Identify sources of power in organisation and their implications for effective management and organisational control;
- Identify the features of the alternative sources of business financing;
- Illustrate how a well-constructed Business Plan might be used to Attract Investors and 'Fund Holders';
- Illustrate the 'balance' that might be made between candidate immediate suitability and the possibility of Continuous Professional Development (CPD).
- Illustrate the channels of economic exposure;
- Illustrate the difference between the Hard approach to HRM and Soft approach to HRM;
- Illustrate the legal bases of job design;
- Illustrate the models towards understanding risk;
- Illustrate the problems and benefits of different legal form of companies;
- Illustrate the significance of effective human resource;
- Illustrate the symbiotic relationship between power and authority, in relation to 'managerial leaders' in the performance of their organisational roles.

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- Illustrate their ability to manage internal and external customer/client care environments;
- Illustrate their understanding of the need to Empower Front-line Staff to Redress 'Dissatisfactory Client/ Customer Situations';
- Incorporate the notion of 'market value' in property valuation;
- Indicate how human resource planning can support business systems;
- Indicate the benefits of functional flexibility of workers and managers;
- Indicate the effects of risk in the economy;
- Indicate the factors that contribute to fatigue and fatigue reduction;
- Indicate the legal requirement associated with International Trade in their own country;
- Indicate the part that real estate management plays and can play in expanding economies;
- Indicate the phase of foreclosure or repossession that the mortgagee loses control of the property;
- Indicate The Powers of the Office of Fair Trading, under the *Unfair Terms in Consumer Contract Regulations 1999*;
- Indicate the relationship between Temporal Flexibility and Financial Flexibility;
- Indicate the significant aspects in development of human resource management and personnel management;
- Indicate their understanding of the operations of the international money market;
- Indicate when translation exposure occurs;
- Indicate, accurately, the statutory reporting requirements of a company, based on its legal status and in relation to their specific country;
- Interpret statistical data;
- Link employee Resourcing with business and organisational development;
- List the pertinent factors that are associated with a choice of legal status of a company;
- Manage recruitment and selection within a 'resourcing context'.
- Manage risk with forward contracts;
- Manage risk with SWAPS;
- Manage the strategic role;
- Obtain and evaluate documents from 'Land Register Online' ;

- Offer advice to managers regarding the aversion or reduction of conflict the 'Legal-Professional Authority' mix pose, so as to enhance organisational effectiveness;
- Outline salient steps that can be taken to preserve an organisation's integrity;
- Outline the importance of individual readiness in the success of the delegation process;
- Outline the legal requirement for company formation, as it pertains to their particular country;
- Outline the merits and demerits of Freehold and Leasehold property ownerships;
- Outline the roles and responsibilities of the Board of Directors;
- Outline the value of delegation to the 'delegate';
- Produce a Completion Statement for the Buyer;
- Propose varying definitions of an organisation;
- Provide 'contingencies' based on differing business scenarios.
- Provide a non-technical explanation of pertinent clauses in Deeds and Covenants;
- Provide a strategic view of the business environment;
- Provide a working definition of accountability;
- Provide advice to managers on the extent to which delegation should relate to the 'informal management succession';
- Provide an objective view of the result of a property inspection;
- Provide basic advice to clients on the suitability of mortgage type, based on particular circumstances;
- Provide examples of the legal application of 'Fitness For Purpose';
- Provide guidance to entrepreneurs on how to adapt a business plan to meet changing circumstances, without losing its focus;
- Provide real examples of the relationship that an organisation has with its sector or industry, the requirements to adhere to codes of practice and the 'business case' for their adherence to established expectations;
- Provide relevant guidance to buyers and sellers, on Property Auctions;
- Provide the rationale for the organisation's accountability to its creditors, their expectations, possible negative consequences for non-compliance, and the steps that a company should take to adhere to them;
- Recall fundamental elements of the '*Sale of Goods Act 1979*';

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

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- Recall important points of law in the *Unfair Terms in Consumer Contract Regulations 1999*.
- Recall the obligation of the producer of goods and service, under the 'Sale of Goods Act 1979';
- Recall the obligation of the service provider/ product retailer, and manufacturer under *The Supply of Goods and Services Act 1982*;
- Recall the obligations of the retailer/ service provider under the 'Sale of Goods Act 1979';
- Relate corporate governance to the relationships that persists between internal and external stakeholders, particularly in relation to the establishment of organisational goals and objectives;
- Relate job design factors to the law;
- Relate specific recruitment, selection, retention and exit issues to UK and European legislation;
- Relate the factors to be taken into account to ensure that job design tribute to organisational success;
- Relate the normal or standard percentage of market value that a property is sold at the Real Estate Owned by Lender (REO) stage.
- Relate the part played by Cadburys Rowntree in the development of personnel management and human resource management;
- Relate the pertinent factors in private property valuation;
- Review the financial performance and financial position of an organisation using the appropriate financial means including trend analysis, industry and index analyses, ratio and break-even analysis techniques;
- Specify risks that are associated with socio-cultural change;
- Specify some qualitative approaches to financial risk assessment;
- Specify what are involved in managing fraud risk;
- Suggest effective means by which internal promotion should be handled;
- Suggest the constraints that specific UK Protective Legislation place on the recruitment, selection and management of employees;
- Suggest the effect that depressed economies have on real estate management;
- Suggest the general statutory accounting requirement of a company in their country and the factors that determine these requirements;

- Suggest the importance of human resource planning in organisation management;
- Suggest the role of the Office of Fair Trading (OFT), in dealing with consumers' complaints under *The Unfair Terms in Consumer Contracts Regulations 1999*;
- Suggest what Numerical Flexibility means;
- Suggest whether the Scottish 'Blind-Bidding System' averts the practise of Gazumping.
- Synthesize current or suggested information to make predictions on the extent to which a particular economic trend is likely to affect, negatively or positively, real estate value;
- Take a holistic approach to property marketing;
- Take a scientific approach to property inspection;
- Uncover likely deceptive issues that influence property valuation;
- Understand accounting and finance terminology and use the necessary accounting and financial jargon to communicate effectively with the financial professionals;
- Use available data to undertake basic financial analysis;
- Use budgetary control to compare actual against planned performance and to identify corrective actions;
- Use candidate assessment form in short listing and Interviews;
- Use given information to undertake a real-life financial analysis;
- Use PESTEL in risk management.
- Weight a candidate assessment form, on the basis of job description and personnel specification;

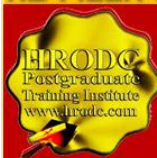
## Programme Contents, Concepts and Issues

### Module 1 Real Estate Management and Pertinent Financial Issues

- Real Estate Management: An Introduction;
- Deconstructing Real Estate Management;
- Factors constituting an effective real estate management;
- The Role of Real Estate Management In Depressed Economies;
- The Role of Real Estate Management In Expanding Economies.
- The International Money Market;
- Mortgage and Mortgage Rates;
- Financial Analysis;
- The effect of depressed economies real estate management;
- Foreclosures or Repossession;
- National money markets;
- The stock exchange;
- Money Flow and Control;
- Money and Inflation;
- The Global money market;
- The effect of money value on real estate;
- The effect of National Inflation on real estate;
- The effect of Global Inflation on Real Estate;
- Conducting basic financial analysis;
- Undertaking real-life financial analysis;
- Synthesizing current or financial and related information;
- Predicting the effect of a particular economic trend on real estate value;
- Understanding' Mortgage and Mortgage Rates;
- Providing basic mortgage advice;
- Phases of foreclosure or repossession;
- The normal or standard percentage of market value at which a property is sold - at the Real Estate Owned by Lender (REO) stage.

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M. RG. C.

## Module 2 Conveyancing and Property Valuation

### M2 - Part 1 - Contextual Issues in Property Conveyancing: Surface Rights, Mineral Rights and Fee Interest

- Exploring the Context of Conveyancing;
- The Conveyancing Process as a Legal Transfer of Ownership;
- Title Register,
- Title Abstract
- Title Deed;
- Title Searcher;
- Title Abstractors;
- Surface Rights;
- Mineral Rights;
- Fee Interests;
- Copyhold Land
- UK Mineral Rights Ownership;
- Crown Ownership of Minerals,
- Manorial Rights;
- Church Commissioners and the Crown;
- Mines Royal;
- UK's Coal, Petroleum, Silver and Gold;
- Crown Estate Mineral Agent.

## M2 - Part 2: Living Accommodation: Their Types, Tenure and Ownership

- Types of Living Accommodation
  - ❖ Flats;
  - ❖ Apartments;
  - ❖ Condominium;
  - ❖ Maisonettes;
  - ❖ Terraced House;
  - ❖ Semi-detached House;
  - ❖ Detached House;
  - ❖ Bungalow House.
- Difference Between an Apartment, Flat and Condominium (Condo)
- Flats, Apartments and Maisonettes
  - ❖ Flat;
  - ❖ Apartment
  - ❖ Maisonette
- Leasehold and Freehold Properties: A Generalised Distinction
- Leasehold Properties: Restrictions and Charges
  - ❖ Service Charges;
  - ❖ Ground Rent;
  - ❖ Building Insurance;
  - ❖ Reserve or Sinking Funds.
- Types of Freehold Properties
  - ❖ Terraced House;
  - ❖ Semi-detached House;
  - ❖ Detached House;
  - ❖ Bungalow House.
- Types of Leasehold Properties
  - ❖ Flat or Apartment;
  - ❖ Marionette;
  - ❖ Terraced House;
  - ❖ Semi-detached House;



- ❖ Detached House;
- ❖ Bungalow House.
- Leasehold Properties: Their Creation and Implications
- Lifespan of Leasehold and Freehold Properties
- The Commonhold and Leasehold Reform Act 2002
  - ❖ Managing Joint Leasehold Properties;
  - ❖ Managing Without Fault-Finding;
- Disadvantages of Freehold and Leasehold

## M2 - Part 3: The UK Land Registry

- The Role of Her Majesty's (HM) Land Registry
- Advice, Support and Consultancy
- Study Visits
- Training
- Business Partnerships
- Membership of International Land Bodies

## M2 - Part 4: Land Registry's Online Search Facility and Cost

- The Title Register;
- Title Summary of Freehold and Leasehold Properties;
- Title Plan;
- Flood-Risk Indicator;
- Map Search.
- Flood-Risk Indicator;
- The Title Register:
- The Title Number;
- The name of the Property Owner;
- The Recorded Purchase Price of the property. In some cases, this information is unavailable;

- Any Rights of Way;
- Whether there is a current mortgage on it or one that has been discharged.
- Title Summary of Freehold and Leasehold Properties
- The Title Number;
- Owner's Name;
- Purchase Price;
- Property Tenure: Leasehold or Freehold;
- The Name of the Mortgagee, if any;
- Title Plan
  - ❖ The Property's Location
  - ❖ Its Main Boundaries;
  - ❖ Communal Areas or Shared Facilities;
  - ❖ Right of Ways.
- MapSearch Facility
  - ❖ Alleyways;
  - ❖ Building Plots and Infill Sites;
  - ❖ Dilapidated or Vacant Buildings;
  - ❖ Fields;
  - ❖ Grass Verges;
  - ❖ Historic Buildings, e.g. Castles and Churches;
  - ❖ Lakes, Streams and Other Waterways;
  - ❖ Lanes;
  - ❖ Old Buildings That No Longer Have A Postcode;
  - ❖ Private Roads;
  - ❖ Ruins;
  - ❖ Villiage Greems;
  - ❖ Walkways;
  - ❖ Waste Sites;

- ❖ Woodlands and Moorland;
  - ❖ Whether land and property in England and Wales is registered;
  - ❖ The location of registered land and property;
  - ❖ The title numbers;
  - ❖ Details of freehold or leasehold tenure; and
  - ❖ Other registered interests.
- Land Registry Fees

**M2 - Part 5: Property Valuation For Professional Valuers, Mortgagees, Estate Agents and Investors**

**The Political, Economic, Social, Technological, Ecological and Legal (PESTEL) Factors: Their Effect of Property Valuation**



### **Political Context:**

- Bilateral Trade Agreements;
- Multilateral Agreements;
- Employment Tribunal Rulings;
- Wage Regulations;
- Equality and anti-discriminatory Act;
- Disability Rights Act;
- Equal Opportunity Act;
- Sex Discrimination Act;
- Sex Discrimination or Related Act;
- Gender Reassignment or Similar Act;
- Other Employment Related Acts.

### **Economic Context:**

- Economic Exposure;
- Transaction Exposure;
- Translation Exposure;
- Rulings by Regulatory Authorities;
- Investment Boards;
- Competition Commission;
- Trading Regulation;
- Foreign Exchange;
- Interest Rates;
- Availability of Funding.

### **Social Context:**

- General Social Context;
- Urban-Suburban Preference;
- Social Mobility;
- Geographic Mobility;
- Skills Levels;
- Demographic Factors;
- Age Range of Population;

- Gender Mix of Population;
- Ethnic Mix;
- Vogue;
- Behavioural Patterns;
- Changing Expectations;
- FADS; and
- Social/Ecological Sensitivity.

### **Technological Context:**

- E-Commerce its impact on Client/ Customer Relationship Management (CRM);
- Development and use of technology;
- Affordability of technology;
- Web-based recruitment;
- E-Selection;
- Web-based selection;
- Video-conferencing;
- Web-conferencing.

### **Ecological Context:**

- Biodiversity of Ecosystems and their Protection,
- Client/ Customer Concern for Relevant Ecological Issues;
- Climatic Shifts impeding normal operation;
- Degradation, Deforestation and Depletion of Fisheries and other Natural Resources,
- Demand for Corporate Social Investment;
- Ecological Legislation;
- Ecosystem Services used In Business Processes;
- Emission Standards and Requirements;
- Environmental Sustainability Concerns;
- Flooding, Storms, and Other Natural Disasters Caused by Natural and Human Influences on Ecosystems;
- Government Policy towards Environmental Issues;
- Local Waste Regulation;

- Material scarcity, resultant to Ecological Issues;
- Mineral (Oil, Gas, Gold, etc.) Deposits;
- Natural Environmental Constraints;
- Quantity of Renewable Resources;
- Recycling regulation;
- Strategy Implementation vs Ethical Concerns;
- Water and Air Pollution and their effect on a company's operation;
- Water Quality needed for normal operation.

### **Legal Context:**

- Competition Rules;
- Integration Rules;
- Employment Law;
- Indigenisation Rules;
- Trading Rules;
- Import and Export Laws;
- Bilateral Trade Agreements;
- Multilateral Agreements
- Employment Tribunal Rulings
- Wage Regulations;
- Equality and Anti-Discriminatory Acts – e.g.
- Disability Rights Act
- Equal opportunity Act
- Sex Discrimination Act
- Sex Discrimination Reassignment;
- Other Employment Related Acts.

## Professionalising Property Valuation

- Property Value Over Time
- Executing The Valuation Process
  - Market Appraisal;
  - Formal Valuation
  - Desktop Valuation;
  - Curbside Valuation; and
  - Full Formal Valuation.
- Conducting a Full Formal Property Valuation
  - Aesthetic Appeal;
  - Cosmetic View;
  - Decor;
  - Disrepair Issues;
  - Energy Efficiency;
  - Energy Supply;
  - Fixtures and Fittings;
  - Its age
  - Its location;
  - Number of Rooms;
  - Out-buildings;
  - Room Layout;
  - Overall Size;
  - Room Sizes;
  - Storage Space;
  - Structural Defects;
  - Structural Improvements;
  - The period since it was last sold;
  - The price at which it was last sold or purchased;
  - The price of similar properties in the locality.
- Local Factors Affecting Prices of Specific Properties
  - Its degree of affordability

- Its location:
  - Global Region;
  - Country;
  - County or Province;
  - City or State;
  - Its Developmental Potential, in relation to:
  - Planning Rules;
  - Current Planning Permission;
  - Available Space;
  - Heritage or national and International Listing Status;
  - Covenants.
- Property Location and Valuation;
  - Developmental Potential and Property Valuation;
  - Planning Permission and Property Valuation
  - Property Valuation and Equity;
  - Political Factors and Property Valuation
  - Economic Factors and Property Valuation

## M2 - Part 6: Property Surveys: Their Types and Importance

- Why Surveys?
- Types of Survey and Their Imperative;
- Basic Valuation Survey;
- Home Buyer's Valuation and Survey Report;
- Full Structural Survey;
- In-Complex and Attached Property Survey;
- The Former Home Information Packs (HIPs);
- Energy Performance Certificates.



## **M2 - Part 7: Title Registers: The Property Register, Proprietorship, and Charges Register**

### **Title Register:**

- Edition Date
- When the property is sold;
- When a mortgage (legal charge) is registered on It;
- When a mortgage is redeemed;
- When an equitable charge is placed on it;
- When an equitable charge is removed; or
- When a restriction or notice is added.
- Date and Time of Official Copy
- Land Registry Office Which Deals with The Title

### **The Property Register**

- Right of Way Over Adjoining Land
- A Right of Light Easement
- Right of Access Easement
- Right of Support Easement

### **Proprietorship Register**

### **The Charges Register:**

- Positive Covenants
- Restrictive Covenants
- Legal Charges
- Equitable Charges

## M2 - Part 8: Rentcharges, Ground Rent and Park Rent in England and Wales

- Rentcharges or Chief Rents;
- Rent owners;
- The Inception of Rentcharges;
- Rentcharges and the Charge Register;
- Provisions of the *Rentcharges Act 1977*;
- Problems with Rentcharges;
- Individual and Several Liability for Rentcharges;
- Informal Apportioning of Rentcharges;
- Application for Apportionment of a Rentcharge;
- Order of Apportionment of a Rentcharge;
- Redemption of Rentcharges;
- Redemption of Rentcharges for Freehold but not Leasehold Properties;
- Application for the Redemption of Rentcharges;
- Towards the End of Recharges? The *Rentcharges Act 1977*;
- Extinguishment Pre-existing Rentcharges;
- Prohibition of the Creation of New Rentcharges;
- Exemption to the Provisions of the *Rentcharges Act 1977*;
- Ground Rent for Leasehold Properties;
- Peppercorn Rent as Ground Rent;
- Ground Rent Notice;
- Statute of Limitation Relevant to Ground Rent;
- Ground Rent Default: Forfeiture Action;
- Apportionment of Ground Rent;
- Application for Apportionment of Ground a Rent;
- Park Rent for Mobile or Park Homes;
- Park Rent for Trailer Homes;
- Protection Afforded by the (UK) *Mobile Homes Act 2013*.

## M2 - Part 9: Title Classifications and Their Implications

- Classes of Title
  - Absolute Title;
  - Qualified Title,
  - Possessory Title; and
  - Good Leasehold Title.
- Implications of Absolute Title
- Implications of Qualified Title
- Significance of Possessory Title
- Importance of *Land Registration Act 2002*
- The Concept of Squatters' Right;
- Abolition of 'trust' by the *Land Registration Act 2002*;
- Registering Possessory Title to Registered Property
- Registering Possessory Title to Unregistered Property
- Objection to Possessory Title Application;
- Contesting Possessory Title Application;
- The Place of Good Leasehold Title

## M2 - Part 10: Property Conveyancing In Essence

### Conveyancing as A 'Process'

- Pre-contract Stage;
- Sale Contract Stage;
- Post-Contract or Pre-Closing Stage;
- Closing or Completion Stage;
- Post-Closing or Post-Completion Stage.

## Conveyancing for the Vendor

### ➤ Pre-Contract Stage (Vendor)

- ❖ Formalizing Instruction or Authorisation, From the Vendor, For the Sale of The Property;
- ❖ Agreeing Conveyancing Cost, Taking Deposit, Where Appropriate;
- ❖ Formally Identifying the Vendor
- ❖ Investigating the Property: Ownership, Right of Sale, etc.
- ❖ Contacting any legitimate 'Interests' in the Property.
- ❖ Obtaining A Copy of The Property Title and Deed;
- ❖ Determining the Property's Sale Price;
- ❖ Agreeing on The Items Included in The Price of The Property, or As Options (At Additional Costs).
- ❖ Investigating the Potential Purchaser.
- ❖ The Purchaser's Identity
- ❖ The Purchaser's Finance
  - Deposit in Hand;
  - Equity from Sale or Anticipated Sale of Own Property;
  - Loan or Mortgage Amount;
  - Status of Mortgage Application;
  - Name of Lending Institution;
  - Lending Institution's Branch Address;
  - Bridging Loan, if Any;
  - Supportive Evidence.
- Addressing Enquiries Raised by The Purchaser's Conveyancer.
- Establishing a Completion Date.
- Sale Contract Stage (Vendor)
- Post-Contract or Pre-Closing Stage (Vendor)
- Closing or Completion Stage (Vendor)
- Post-Closing or Post-Completion (Vendor)
- Completion Statement

- ❖ Property Sale Price
- ❖ Cost of Chattels
- ❖ Mortgage Redemption Payment to Bank/ Building Society
- ❖ Bank Charge
- ❖ Estate Agents' Commission
- ❖ Land Registry - Deeds
- ❖ Conveyancer's Fee
- ❖ VAT on Conveyancer's Fee
- ❖ Amount Owing to Vendor, on Completion

### **Conveyancing for the Purchaser**

- Pre-contract Stage;
- Sale Contract Stage;
- Post-Contract or Pre-Closing Stage;
- Closing or Completion Stage;
- Post-Closing or Post-Completion Stage.

#### **Pre-Contract Stage (Purchaser)**

- Formalizing Instruction or Authorisation, From the Purchaser, For the Purchase of The Property;
- Formally Identifying the Purchaser;
- Drafting Conveyancing Contract - Taking Deposit, Where Appropriate;
- Investigating the Property: Ownership and Title;
- Verifying Property Tenure;
- Preparing Pre- Contract Property Questionnaire for The Vendor
- Recommending and Commissioning Property Survey;
- Providing Guidance to Multiple Purchasers on Ownership Type;
- Conducting Local and National Searches;
- Guiding the Purchaser Through Property Inventory;
- Establishing a Completion Date.
- Reviewing Draft Sale Contract (Purchaser)

- Formalizing Instruction or Authorisation, From the Purchaser, For the Purchase of The Property
- Formally Identifying the Purchaser
- Drafting Conveyancing Contract - Taking Deposit, Where Appropriate
- Investigating the Property: Ownership and Title

### **Investigating the Property Title.**

- ❖ Absolute Title;
- ❖ Qualified Title,
- ❖ Possessory Title; and
- ❖ Good Leasehold Title.
- ❖ The Header;
- ❖ The Property Register;
- ❖ The Proprietorship Register; and
- ❖ The Charges Register.
- ❖ A mechanic's lien.
- ❖ A lender's mortgage lien.
- ❖ A lien for unpaid property taxes or common charges.
  - Construction lien.
  - Materialman's lien.
  - Supplier's lien.
  - Labourer's lien.
- ❖ Verifying Property Tenure
- ❖ Preparing Pre- Contract Property Questionnaire for The Vendor
- ❖ Before arriving at the contract stage, it is necessary for the purchaser to have a full picture of his or her potential
- ❖ Property Boundaries and Fences
- ❖ Owner of Boundary to the front;
- ❖ Owner of Boundary to the left;
- ❖ Owner of Boundary to the right;
- ❖ Owner of Boundary to the rear;
- ❖ Known Boundary changes;

- ❖ Boundary removal, through sale or otherwise.
- ❖ Driveways or Walkways to The Property
- ❖ Existence of Driveway;
- ❖ Individual Ownership;
- ❖ Shared Ownership.
- ❖ Available Services
- ❖ Drainage;
- ❖ Water;
- ❖ Electricity;
- ❖ Telephone;
- ❖ Mains Gas.
- ❖ Servient Easements
- ❖ Right of Way;
- ❖ Right of Light;
- ❖ Footpath Services;
- ❖ Right of Support;
- ❖ Car Parking.

➤ **Dominant Easements**

- ❖ Right of Way;
- ❖ Right of Light;
- ❖ Footpath Services;
- ❖ Right of Support;
- ❖ Car Parking.

➤ **Servient Profits a Prendre**

- ❖ Fishing Right;
- ❖ Shooting Right;
- ❖ Turf Right.
- ❖ Dominant Profits a Prendre
- ❖ Fishing Right;
- ❖ Shooting Right;
- ❖ Turf Right.

- Amount of Property Outgoings
- Annual Ground Rent;
- Annual Community Charge;
- Rating Band;
- Annual Water Rates;
- Annual Service Charge;
- Annual Insurance Cost.
- Property-Related Legal Notices
- Served on Property Owner;
- Served by Property Owner;
- Previous or current Individual Voluntary Arrangements (IVA);
- County Court Judgment for Property.
- Property Liability or Interests
- Any outstanding Mortgage;
- Other Charges on Title;
- Current Litigation;
- Previous Litigation;
- Pending Litigation;
- Repayable Grants.
- Vacant Possession
- Sitting Tenants;
- Post 16 Family Members Residing in Property.
- Utilities and Certificates
- Energy Performance Certificates;
- Energy Rating;
- Electricity meter Type;
- Gas Meter Type.
- Home Insurance
- Type of Policy;



- Contents Cover;
- Name of Insurer;
- Expiration of Policy.
- Recommending and Commissioning Property Survey
- Providing Guidance to Multiple Purchasers on Ownership Type
- Conducting Local and National Searches
- On-Property Problems;
- Local and National Plans for Development;
- Local Planning Rules
- Flood Risk
- On-Property Problems
- Mining shafts;
- water wells;
- Sinkholes;
- Risk of subsidence.
- Local and National Plans for Development
- Flood Risk
- Guiding the Purchaser Through Property Inventory
- Establishing a Completion Date.
- Reviewing Draft Sale Contract (Purchaser)
- Contract Stage (Purchaser)
- Post-Contract or Pre-Closing Stage (Purchaser)
- Transfer Deed (Form TR1) from the vendor's Conveyancer;
- Stamp Duty Land Tax Certificate
- Form AP1 or form FR1
- Certificate of identity (for unregistered conveyancers)
- Closing or Completion Stage (Purchaser)
- Post-Closing or Post-Completion (Purchaser)
- Completion Statement for The Purchaser

## M2 - Part 11: UK Property Marketing and Sale

- Estate Agents Property Marketing, Sale and Legal Obligation;
- The 'Estate Agent – Vendor – Purchaser' Relationship;
- Personal Property Marketing and Sale;
- Timescale From An Offer To Closure;
- The Former Home Information Packs (HIPs) and Current Energy Performance Certificates (EPCs);
- Conventional Property Sale;
- The Scottish Bidding Process;
- Open Evening;
- Public Property Auctions;
- Vacant Property Sale;
- Gazumping;
- Gazundering;
- Flipping homes

## M2 - Part 12: UK Commercial Properties: Their Taxes, Classifications Implications for Business Operators

- UK Business Rates;
- Capital Gains Tax;
- Class A1. Shops;
- Class A2. Financial and Professional Services;
- Class A3. Food and Drink;
- Class B1. Business;
- Class B2. General Industrial;
- Class B3. Special Industrial Group A;
- Class B4. Special Industrial Group B;
- Class B5. Special Industrial Group C;
- Class B6. Special Industrial Group D;
- Class B7. Special Industrial Group E;

- Class B8. Storage or Distribution;
- Class C1. Hotels and Hostels;
- Class C2. Residential Institutions;
- Class C3. Dwelling-houses;
- Class D1. Non-Residential Institutions;
- Class D2. Assembly and Leisure.

## M2 - Part 13: International Electronic Conveyancing (E-Conveyancing)

- The Birth of International Electronic Conveyancing;
- E-Conveyancing in England and Wales;
- Provisions of the *Land Registration Act 2002*;
- Registration of:
  - An Estate in Land;
  - A Rentcharge;
  - A Franchise;
  - A Profit a Prendre In Gross;
  - Other Interests in Title.
- UK's Electronic Document Registration Service (EDRS);
- Land Registry eDocument Registration Service Introduction;
- Guidance on Getting Identification Verified for Land Registry using form ID1;
- How to Avoid Land Registry Requisition Errors in Lodging Applications Electronically;
- InfoTrack;
- Updating the Land Registration Act 2002;
- Digital Registers;
- Introducing GOV.UK Verify;
- E-Conveyancing in Canada;
- Ontario Electronic Land Registration System (ELRS);
- Ternate;
- Do Process Software;
- Online Property Search and Registration;
- Canadian Conveyance;
- The Philippines Electronic Land Registry;

- E-conveyancing in Australia;
- E-conveyancing in New Zealand

### Module 3

## Mortgage Strategy in Real Estate Management

- Basic Concepts and Legal Regulation;
- Factors Defining the Characteristics of Mortgage;
- Mortgage Lenders;
- Mortgage Quotes;
- Standard or Conforming Mortgages;
- Fixed Mortgage;
- Subprime Mortgages;
- Subprime Mortgage Crisis;
- FreddieMac and FannieMae Example;
- Reverse Mortgage;
- Self-certified Mortgage;
- Second Mortgage;
- Graduated Payment Mortgage Loan;
- Balloon Payment Mortgage;
- Wraparound Mortgage;
- Biweekly Mortgage;
- Shared Appreciation Mortgage;
- Flexible Mortgage;
- Offset Mortgage;
- Endowment Mortgage;
- Commercial Mortgage;
- Participation Mortgage;
- Subprime Mortgage Loan;
- Buy To Let Mortgage;
- Right To Buy Mortgage;
- Let and Buy Mortgage;
- Adverse Credit Mortgage;

- Non-status Mortgage;
- Deferred Interest Mortgage;
- Foreign Currency Mortgage;
- Mortgage Refinanced;
- Basic Types of Amortised Loan;
- Mortgage Repayment Structures:
  - ❖ Capital and Interest;
  - ❖ Interest Only Mortgages;
  - ❖ No Capital or Interest;
  - ❖ Interest and Partial Capital.
- Types of Interest Rate:
  - ❖ Variable Rate;
  - ❖ Standard Variable Rate;
  - ❖ Tracker Rate;
  - ❖ Fixed Rate;
  - ❖ Discount Rate;
  - ❖ Capped Rate.
- Mortgage Against Life Policies: Traditional Endowment;
- Mortgage against Annuity;
- Calculating Repayments;
- Mortgage Underwriting;
- Mortgage Insurance;
- Mortgage Instruments;
- Mortgage Comparison.

## Module 4

### The Legal Parameter of Real Estate Management

- International Competition Laws;
- Country Specific Competition Laws;
- International Planning and Developmental Regulations;
- Disclosures Requirements (Country Specific Truth and Lending Act);
- The Law of Contract in Real Estate Management ;

- Contract in Restraints of Trade;
- Tax in Real Estate Context (United Kingdom):
  - ❖ Tax on Rental Income;
  - ❖ Capital Gains Tax (CGT);
  - ❖ VAT;
  - ❖ Stamp Duty;
  - ❖ Municipal/Local Tax.
- Urban Planning Law:
  - ❖ Urban Planning, Defined;
  - ❖ Functions of Law on Urban Plan.
- Work Relating to Urban Plan.

## Module 5

### Real Estate Managing Agency and Associated Health and Safety Issues

#### M5. Part 1: Real Estate Managing Agency

- Property Management Agents;
- Functions of Property Management Agency;
- Managing Condominiums, Apartment, Flats, or Maisonettes: Operational Issues;
- Commercial Property Management;
- Apartment Property Management;
- Residential Property Management;
- Professionals of Residential Property Management;
- Managing Hotels and Guest Houses;
- Rental Property Management;
- Duties of Real Estate Broker Manager;
- Real Estate Office Management Tips;
- Guidelines for Real Estate Project Management;
- 'Waterproofing' Contracts;
- Agent – Tenant Relation;
- Following Market Rates;
- Property Maintenance;

- Dealing with Emergencies;
- Documentation and Property Management Associates.

## M5. Part 2: Health and Safety Issues

- Why Health and Safety at Work?;
- Moral Value for Health and Safety at Work;
- Economic Value for Health and Safety at Work;
- Individual Responsibility for Health and Safety in the Real Estate Environment;
- Corporate Responsibility for Health and Safety in the Real Estate Environment;
- Health and Safety Standards;
- Exemplifying Health and Safety At Work Act 1974 (UK);
- The Role of the Health and Safety Executive (HSE);
- Legal Liability for Health and Safety at Work;
- The notion of Corporate Manslaughter;
- Risks Faced by Real Estate Agents;
- Statutory Requirements for Health and safety at Work;
- Roles and Responsibilities of Property Managers;
- Learning from Past Catastrophes: How To Safely Conduct Property Viewings.

## Module 6 Financial Risk Management (1)

## M6. Part 1: Risk: A Working Hypothesis

- Defining Risk – Generally;
- Financial Risk: A Plausible Definition;
- Financial Risk in an Organisational Setting;
- Financial Risk and 'Market Dynamics';
- Liquidity Risk;
- Operating Risk;
- Fraud Risk;
- Settlement Risk;

- Corporate Strategy and Risk Management;
- The Currency Derivatives Market.

## **M6. Part 2: Financial Risk and Unpredictability: Uncontrollable Ecological Issues**

- Asset Behaviour and Pricing Implications;
- Credit and Counterparty Risk;
- The Legal and Political Risk Environments;
- Risk as an Economic Factor;
- Technological Risk Factor;
- Risk associated with Socio-Cultural Change.

## **M6. Part 3: Financial Risk Settings: A Meta-Analytical Exploration**

- Risk in Financial Institutions;
- Banking Risk;
- Risk and the Currency Market;
- Risk and the Equity Market;
- Futures Market Risk.

## **M6. Part 4: Financial Exposure as Risk**

- Economic Exposure;
- Transaction Exposure;
- Translation Exposure;
- Calculating Risk in Financial Exposure.

## **M6. Part 5: Risk Management: A Conceptual and Statistical Meta-Analysis**

- Conducting A Risk Assessment;
- Managing Risk with Forward Contracts;
- Financial methods of measuring Risk;
- Quantifying financial risks;
- Some Qualitative Approaches To Financial Risk Assessment;



- Managing The Interest Rate Derivatives Market;
- Managing equity risk;
- Identifying and measuring Currency Risk;
- Managing Financial Exposure Risk;
- Managing currency Risk;
- Sensitivity Analysis As Risk Management;
- Managing Risk with SWAPS;
- Statistical Analysis as a Risk Management Instrument;
- Interpreting Statistical Data;
- Mean and Statistical Mean;
- Probability and Normal Distribution;
- Calculating statistics from actual data;
- Understanding Statistical Significance;
- Making Sense of Chi-squared Distribution;
- Using PESTEL as a Tool towards Risk Management.

## **Module 7** **Corporate Governance: Principles and Practice**

### **M7. Part 1: Functions of Management: An Introduction**

- Profiling Managers at different organisational levels;
- Planning;
- The Planning Hierarchy;
- Difference Between Strategic, Tactical and Operational Plans;
- Standing Plan;
- Organising;
- Organisational Structure and Design;
- Effective organising;
- Division of Work;
- Departmentalising;

- Establishing Vertical and horizontal relationships and formal communication channels;
- Establishing the mechanism whereby the organisational activities can be co-ordinated;
- Desirable level of specialisation;
- Level of worker autonomy and managerial control;
- Levels of Managerial Control & Worker Autonomy;
- Span Of Management/Control or Span of Management;
- Degree of decision-making and operational centralisation or decentralisation;
- Tall or Flat Structure;
- Directing/Leading;
- Co-ordinating;
- Mutual adjustment - with informal communication;
- Direct supervision;
- Standardisation of work Process;
- Standardisation of input - skills, knowledge and attitudes;
- Standardisation of output;
- Controlling;
- The Management of Quality.

## M7. Part 2: Key Principles of Corporate Governance

- Defining corporate governance;
- Exploring corporate governance and the relationships between internal and external stakeholders;
- The organisation's responsibility and accountability to its shareholders;
- The organisation's accountability to its Board of Directors;
- Making 'sense' of the 'internal-external-stakeholder-spectrum';
- The difference between ordinary and preference shareholders;
- Distinguishing between winding up or insolvency, Bankruptcy, Receivership, and Administration;
- Assessing the implications of the 'Receivership' of a company for its statutory, primary and secondary creditors;
- Rules for distributing the proceeds of a company's assets in 'Receivership';

- Rights and equitable treatment of shareholders: Interests of other stakeholders;
- Recognising the organisation's legal obligations to all legitimate stakeholders;
- Role and responsibilities of the board;
- Integrity and ethical behaviour: Disclosure and transparency.

### **M7. Part 3: The Business Plan: A Guide to Entrepreneurs and Investors**

- The Business Plan: A Guide To Entrepreneurs and Investors;
- Using the Business Plan to Attract Investors and 'Fund Holders';
- What Should Be Included in the Business Plan;
- Tweaking The Business Plan Without Losing the 'Focus';
- Establishing Contingency: The Most Unlikely Scenario.

### **M7. Part 4: Internal and External Organisational Analysis**

- Organisation: A Definition;
- Organisational typologies;
- Social Organisations;
- Business and Non-business organisations: A Distinction;
- Organisational Objectives;
- Social Objectives;
- Business Objectives;
- The objective hierarchy;
- Tasks;
- Division Of Work/Labour;
- Delegation;
- Responsibility;
- Accountability;
  - ❖ Internal Organisational Accountability;
  - ❖ External Organisational Accountability;
  - ❖ Accountability to owners/sponsors;
  - ❖ Accountability to clients/users/customers;
  - ❖ Accountability to Creditors;

- ❖ Accountability to Sector or Industry;
- ❖ Accountability to the State;
- Authority;
  - ❖ The first facet of authority relates;
  - ❖ The second facet of authority relates;
  - ❖ Traditional authority;
  - ❖ Legitimate authority;
  - ❖ Professional authority;
- Power;
  - ❖ Organisational power sources;
  - ❖ Organisational Power centres.

## M7. Part 5: Company Formation and Legal Status: Important Corporate Issues

- Company Formation and Legal Status: Important Corporate Issues;
- Company legal status categorisation;
- Factors associated with a choice of legal status of a company;
- Issues in favour of and mitigating against particular legal status;
- Legal requirement for company formation;
- Company legal status and reporting requirement;
- Company legal status and accounting requirement;
- Company legal status and accounting reporting;
- International trade and legal requirement;
- Import and Export VS National, Regional and International Embargo.

## Module 8 Real Estate Sales and Marketing

### M8 - Part 1: Marketing: Creating and Capturing Customer Value

- Defining and Deconstructing Marketing;
- Understanding the Marketplace and Customer Needs;
- Designing a Customer-Driven Marketing Strategy;
- Preparing an Integrated Marketing Plan and Program;
- Building Customer Relationships;
- Capturing Value from Customers;
- The Changing Marketing Landscape.

### M8 - Part 2: Company and Marketing Strategy: Partnering to Build Customer Relationships

- Companywide Strategic Planning: Defining Marketing's Role;
- Designing the Business Portfolio;
- Planning Marketing: Partnering to Build Customer Relationships;
- Marketing Strategy and the Marketing Mix;
- Managing the Marketing Effort;
- Measuring and Managing Return on Marketing Investment.

### M8 - Part 3: Analysing the Marketing Environment

- The Company's Microenvironment;
- The Company's Macro-environment;
- Demographic Environment;
- Economic Environment;
- Natural Environment;
- Technological Environment;

- Political and Social Environment;
- Cultural Environment;
- Responding to the Marketing Environment.

### **M8 - Part 4: Managing Marketing Information to Gain Customer Insights**

- Marketing Information and Customer Insights;
- Assessing Marketing Information Needs;
- Developing Marketing Information;
- Marketing Research;
- Analyzing and Using Marketing Information;
- Other Marketing Information Considerations.

### **M8 - Part 5: The International Marketplace**

- International Markets VS Global Markets;
- Why International Markets?
- Characteristics of the International Market;
- Factors Affecting Internationalization Decision;
- Deciding Which Markets to Enter;
- Choosing the International Segment to Infiltrate;
- Operational Organisation for International Marketing and Sales.

### **M8 - Part 6: Contextualising Strengths and Weaknesses (SW), and their Organisational Implications for Real Estate Business Operation**

- Conducting a Business or Organisation's Internal Analysis: Determining Its Strengths and Weaknesses (SW);
- Assessing Business or Organisational Strengths;
- Determining the Business or Organisation's Weaknesses;
- Eliminating Business and Organisational Weaknesses or Conceding 'Exposure' Avoidance?;
- Aligning Business or Organisational Strengths with Its Strategic and Operational Plans.

**M8 - Part 7: Strategic Operational Review: Conceptualising Political, Economic, Social, Technological, Ecological (PESTEL) External Uncontrollable Factors (1)**

**Constituents and Importance of Strategic Operational Reviews**



➤ Political Context:

- ❖ Bilateral Trade Agreements;
- ❖ Multilateral Agreements;
- ❖ Employment Tribunal Rulings;
- ❖ Wage Regulations;
- ❖ Equality and anti-discriminatory Act;
- ❖ Disability Rights Act;
- ❖ Equal Opportunity Act;
- ❖ Sex Discrimination Act;
- ❖ Sex Discrimination or Related Act;
- ❖ Gender Reassignment or Similar Act;
- ❖ Other Employment Related Acts.

## **M8 - Part 8: Strategic Operational Review: Conceptualising Political, Economic, Social, Technological, Ecological (PESTEL) External Uncontrollable Factors (2)**

- Economic Context:
  - ❖ Economic Exposure;
  - ❖ Transaction Exposure;
  - ❖ Translation Exposure;
  - ❖ Economic Exposure;
  - ❖ Rulings by Regulatory Authorities;
  - ❖ Investment Boards;
  - ❖ Competition Commission;
  - ❖ Trading Regulation;
  - ❖ Foreign Exchange;
  - ❖ Interest Rates;
  - ❖ Availability of Funding.

## **M8 - Part 9: Review of Real Estate Business: Conceptualising Political, Economic, Social, Technological, Ecological (PESTEL) External Uncontrollable Factors (1)**

- Social Context:
  - ❖ General Social Context;
  - ❖ Urban-Suburban Preference;
  - ❖ Social Mobility;
  - ❖ Geographic Mobility;
  - ❖ Skills Levels;
  - ❖ Demographic Factors;
  - ❖ Age Range of Population;
  - ❖ Gender Mix of Population;
  - ❖ Ethnic Mix;
  - ❖ Vogue;
  - ❖ Behavioural Patterns;



- ❖ Changing Expectations;
- ❖ FADS; and
- ❖ Social/Ecological Sensitivity.

**M8 - Part 10: Review of Real Estate Business: Conceptualising Political, Economic, Social, Technological, Ecological (PESTEL) External Uncontrollable Factors (2)**

➤ Technological Context:

- ❖ E-Commerce its impact on Client/ Customer Relationship Management (CRM);
- ❖ Development and use of technology;
- ❖ Affordability of technology;
- ❖ Web-based recruitment;
- ❖ E-Selection;
- ❖ Web-based selection;
- ❖ Video-conferencing;
- ❖ Web-conferencing.

➤ Ecological Context:

- ❖ Internal Environmental Issues;
- ❖ External Ecological Factors;
- ❖ Competitive Forces;
- ❖ Consumer Influence and Power;
- ❖ Supplier Monopoly;
- ❖ Duopolistic Market Domination;
- ❖ Infrastructural Challenges;
- ❖ Demand for Corporate Social Investment;
- ❖ Strategy Implementation vs Ethical Concerns;
- ❖ Social and Business Objectives: Compatibility or Spinoffs?

## **M8 - Part 11: Review of Real Estate Business: Conceptualising Political, Economic, Social, Technological, Ecological (PESTEL) External Uncontrollable Factors (3)**

➤ Legal Context:

- ❖ Competition Rules;
- ❖ Integration Rules;
- ❖ Employment Law;
- ❖ Indigenisation Rules;
- ❖ Trading Rules;
- ❖ Import and Export Laws;
- ❖ Bilateral Trade Agreements;
- ❖ Multilateral Agreements
- ❖ Employment Tribunal Rulings
- ❖ Wage Regulations;
- ❖ Equality and anti-discriminatory acts – e.g.
- ❖ Disability Rights Act
- ❖ Equal opportunity Act
- ❖ Sex Discrimination Act
- ❖ Sex Discrimination Reassignment;
- ❖ Other Employment Related Acts.

## **M8 - Part 12: Real Estate Business and Organisational External Analysis: Understanding the Threats Posed, and Opportunities Presented, by Prevailing or Anticipated PESTEL Factors (1)**

- Focus of External Ecological Analysis: Opportunities and Threats (OT);
- Contextualising Ecological Threats in the PESTEL;
- Assessing Political Threats:
  - ❖ Bilateral Trade Agreements;
  - ❖ Multilateral Agreements;
  - ❖ Employment Tribunal Rulings;
  - ❖ Wage Regulations;
  - ❖ Equality and anti-discriminatory acts – e.g.

- ❖ Disability Rights Act;
  - ❖ Equal opportunity Act;
  - ❖ Sex Discrimination Act;
  - ❖ Sex Discrimination Reassignment;
  - ❖ Other Employment Related Acts.
- Determining Economic Threats:
- ❖ Economic Exposure;
  - ❖ Transaction Exposure;
  - ❖ Translation Exposure;
  - ❖ Economic Exposure;
  - ❖ Rulings by Regulatory Authorities;
  - ❖ Investment Boards;
  - ❖ Competition Commission;
  - ❖ Trading Regulation;
  - ❖ Foreign Exchange;
  - ❖ Interest Rates;
  - ❖ Availability of Funding.

**M8 - Part 13: Real Estate Business and Organisational External Analysis: Understanding the Threats Posed, and Opportunities Presented, by Prevailing or Anticipated PESTEL Factors (2)**

- Sorting Social Threats:
- ❖ General Social Context;
  - ❖ Urban-Suburban Preference;
  - ❖ Demographic Factors, e.g.
  - ❖ Age Range of Population;
  - ❖ Gender Mix of Population;
  - ❖ Ethnic Mix;
  - ❖ Social Mobility;
  - ❖ Geographic Mobility;
  - ❖ Skills Levels;
  - ❖ Vogue;
  - ❖ Behavioural Patterns;

- ❖ Changing Expectations;
  - ❖ FADS; and
  - ❖ Social/Ecological Sensitivity.
- Analysing Technological Threats;
- ❖ E-Commerce its impact on Client/ Customer Relationship Management (CRM);
  - ❖ Development and use of technology;
  - ❖ Affordability of technology;
  - ❖ Web-based recruitment;
  - ❖ E-Selection;
  - ❖ Web-based selection;
  - ❖ Video-conferencing;
  - ❖ Web-conferencing.

**M8 - Part 14: Real Estate Business and Organisational External Analysis: Understanding the Threats Posed, and Opportunities Presented, by Prevailing or Anticipated PESTEL Factors (3)**

- Ecological Threats:
- ❖ Internal Environmental Issues;
  - ❖ External Ecological Factors;
  - ❖ Competitive Forces;
  - ❖ Consumer Influence and Power;
  - ❖ Supplier Monopoly;
  - ❖ Duopolistic Market Domination;
  - ❖ Infrastructural Challenges;
  - ❖ Demand for Corporate Social Investment;
  - ❖ Strategy Implementation vs Ethical Concerns;
  - ❖ Social and Business Objectives: Compatibility or Spinoffs?

## **M8 - Part 15: Real Estate Business and Organisational External Analysis: Understanding the Threats Posed, and Opportunities Presented, by Prevailing or Anticipated PESTEL Factors (4)**

- Legal Threats
  - ❖ Competition Rules;
  - ❖ Integration Rules;
  - ❖ Employment Law;
  - ❖ Indigenisation Rules;
  - ❖ Trading Rules;
  - ❖ Import and Export Laws;
  - ❖ Bilateral Trade Agreements;
  - ❖ Multilateral Agreements
  - ❖ Employment Tribunal Rulings
  - ❖ Wage Regulations;
  - ❖ Equality and Anti-Discriminatory Acts;
  - ❖ Disability Rights Act;
  - ❖ Equal opportunity Act;
  - ❖ Sex Discrimination Act;
  - ❖ Sex Discrimination Reassignment;
  - ❖ Other Employment Related Acts.
- Acceding to, or Circumventing, PESTEL Threats.

## **M8 - Part 16: Advertising and the Communication Process**

- Communicating with the Consumer;
- Communication Barriers;
- Advertising;
- Attracting Sellers and Buyers through Advertisement:
  - ❖ Enhancing Your Agency's Image;
  - ❖ Exposure in the Marketplace;
  - ❖ Educating the Public;
  - ❖ Satisfying the Seller.

- Types of Advertising;
- Classified Advertising;
- Effective Advertisement Techniques:
  - ❖ Monitoring Advertisement Results;
  - ❖ Advertisement Location;
  - ❖ Concise Wording;
  - ❖ Conveying the Right Image;
  - ❖ Reverse Advertising.
- General Guidelines for Advertisement Writing;
- Other Effective Media for Communication.

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

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

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

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

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

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

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

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

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

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

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

- Completed Postgraduate Application Form, including a passport sized picture affixed to the form;

- A copy of Issue and Photo (bio data) page of the applicant's current valid passport or copy of his or her Photo-embedded National Identity Card;
- Copies of credentials mentioned in the application form.

### Admission and Enrolment Procedure

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

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

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

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

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



## Introducing Our Video-Enhanced Online Study Mode

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

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

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

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

- For example, a 5-day classroom-based course, which costs Five Thousand Pounds, is only Three Thousand Three Hundred and Fifty Pounds (£3,350.00) in Video-Enhanced Online Mode.

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

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

## **Cumulative Postgraduate Certificate and Postgraduate Diploma Courses**

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


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

For those delegates choosing the accumulative route, it is advisable that at least one or two credits be attempted each year. This will ensure that the required 180 Credit-Hours and 360 Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, respectively, are

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

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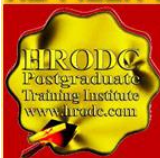
achieved, within the designated period. These Credit-Values, awards and their accumulation are exemplified below.

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

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

All Specialist Postgraduate Certificate and Postgraduate Diploma Programmes have their predetermined Award Titles. Where delegates do not follow a Specialism, for accumulation to a Postgraduate Diploma, they will normally be Awarded a General Award, without any Specialist Award Title. However, a Specialist Award will be given, where a delegate studies

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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.

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;**

- 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;**

**HRODC Postgraduate Training Institute**  
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**55. Postgraduate Certificate in Research Methods;**

**56. Postgraduate Diploma in Research Methods;**

**57. Postgraduate Certificate in Risk Management;**

**58. Postgraduate Diploma in Risk Management;**

**59. Postgraduate Certificate in Sales and Marketing;**

**60. Postgraduate Diploma in Sales and Marketing;**

**61. Postgraduate Certificate in Travel, Tourism and International Relations;**

**62. Postgraduate Diploma in Travel, Tourism and International Relations.**

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

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

**Prof. Dr. Ronald B. Crawford**  
**Director**  
**HRODC Postgraduate Training Institute**