

# HIRODC Postgraduate Training Institute



**A Postgraduate - Only Institution**



**#072**

**Corporate Governance: Principles and Practice, Inc.  
Financial Risk Management**

**Postgraduate Short Course**

**Leading To:**

**DIPLOMA - POSTGRADUATE IN**

**Corporate Governance: Principles and  
Practice, Inc. Financial Risk Management  
Double Credit, 60 Credit-Hours**

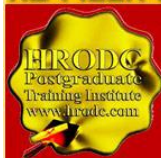
**Accumulating to A**

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

**POSTGRADUATE DIPLOMA**

**With 300 Additional Credit-Hours**

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



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

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



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*A Postgraduate – Only Institution*

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

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

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**HRODC Postgraduate Training Institute, A Postgraduate-Only Institution**


**Our UK Government's Verification and Registration**

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

**Course Coordinator:**

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

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



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- 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);
- 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;

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- Programme Leader;
- Personal Tutor

## For Whom This Course is Designed

### This Course is Designed For:

- Industrial Advisers;
- Industrial Administrators;
- Industrial Engineers;
- Industrial Engineers;
- Industrial Planners;
- Industrial Researchers;
- Senior Administrators;
- Managers;
- Supervisors;
- Team Leaders;
- Corporate Secretaries;
- Those interested in Corporate Functions and Corporate Affairs.

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

## Classroom-Based Course and Programme Cost includes:

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

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

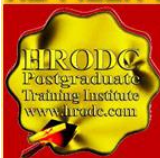
- **Our Branded Leather Conference Folder;**
- **Our Branded Leather Conference Ring Binder/ Writing Pad;**
- **Our Branded Key Ring/ Chain;**
- **Our Branded Leather Conference (Computer – Phone) Bag – Black or Brown;**
- **Our Branded 8-16 GB USB Flash Memory Drive, with Course Material;**
- **Our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

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

### Delivery Locations:

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

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## 8. Other International Locations, on request.

### **Corporate Governance Incorporating Financial Risk Management**

**Leading to Diploma – Postgraduate – in Corporate Governance Incorporating Financial Risk Management Double-Credit, 60 Credit-Hours, Accumulating to a Postgraduate Certificate, with 120 Additional Credit-Hours, or a Postgraduate Diploma, with 300 Additional Credit-Hours**

### **Course Objectives**

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

- Define corporate governance in relation to the processes, customs, policies, laws and institutions affecting the way a corporation is directed, administered or controlled;
- Relate corporate governance to the relationships that persists between internal and external stakeholders, particularly in relation to the establishment of organisational goals and objectives;
- Demonstrate a heightened understanding of the organisation's responsibility and accountability to its shareholders as primary stakeholders;
- Exhibit a heightened awareness of the organisation's accountability to its Board of Directors;
- Accurately locate an organisation's management and workers within the 'internal-external-stakeholder-spectrum;'
- Distinguish between winding up or insolvency, Bankruptcy, Receivership, and Administration;
- Demonstrate an understanding of the difference that exists between ordinary and preference shares;
- Assess the implications of the 'Receivership' of a company for its statutory, primary and secondary creditors;



- 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;'
- Exhibit an understanding of what constitutes the rights and equitable treatment of shareholders;
- Explain how the interests of secondary stakeholders can be preserved;
- Outline the roles and responsibilities of the Board of Directors;
- Outline salient steps that can be taken to preserve an organisation's integrity;
- Establish the array of issues that are enshrined in a company's ethical behaviour; and
- Determine the importance of operational 'transparency' in the face of the regulatory authorities' demand and in the enhancement of shareholder and client confidence.

## THE BUSINESS PLAN: A GUIDE TO ENTREPRENEURS AND INVESTORS

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

- Construct a business plan that will be attractive to investors and fund managers;
- Illustrate how a well-constructed Business Plan might be used to Attract Investors and 'Fund Holders';
- Explain why particular 'aspects' should be included in the Business Plan, to enhance its effectiveness;
- Provide guidance to entrepreneurs on how to adapt a business plan to meet changing circumstances, without losing its focus;
- Provide 'contingencies' based on differing business scenarios.

## INTERNAL AND EXTERNAL ORGANISATIONAL ANALYSIS

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


- Propose varying definitions of an organisation;
- Demonstrate an understanding of the bases of organisational typologies;
- Define, with examples, social organisations;
- Distinguish between business and non-business organisations;
- Define objectives, generally;

- Distinguish between primary and secondary objectives;
- Distinguish between business objectives and social objectives;
- Exhibit the extent to which social objectives enhance business objectives;
- Demonstrate an understanding of the objective hierarchy;
- Demonstrate their understanding of the relationship between organisational tasks and objectives;
- Explore the bases for 'division of work/ labour' in organisations and their relation to organisational effectiveness;
- View the process of delegation in relation to 'leasing;'
- Outline the value of delegation to the 'delegate;'
- Highlight the developmental opportunities that delegation provides for subordinates;
- Exhibit a heightened knowledge of the support that managers should provide to 'delegates', to enhance the performance of their roles;
- Provide advice to managers on the extent to which delegation should relate to the 'informal management succession;'
- Explain the degree to which a formal management succession chart can enhance the effectiveness of the process of delegation;
- Outline the importance of individual readiness in the success of the delegation process;
- Suggest effective means by which internal promotion should be handled;
- Demonstrate an understanding of the issue of 'responsibility' and how it translates in superior-subordinate relationships in organisations;
- Provide a working definition of accountability;
- Explain the issue of accountability, in relation to the organisational hierarchy;
- Distinguish between internal and external organisational accountability;
- Define accountability in relation to the control and allocation of resources, internally and externally;
- Address the extent to which external organisational accountability affect internal organisational dynamics;
- 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;

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- 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;
- 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;
- 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;
- 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;
- Define authority generally but also with specific relation to superior-subordinate relationship;
- Expound the facet of authority, providing practical examples;
- 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 traditional authority and how it translates to organisational relationships;
- Demonstrate their understanding of legitimate authority and how managers can provide help to their subordinates, in this regard;
- Offer advice to managers regarding the aversion or reduction of conflict the 'Legal-Professional Authority' mix pose, so as to enhance organisational effectiveness;
- Demonstrate an understanding of the concept of power and how it might be applied for the benefit of the organisation;
- Identify sources of power in organisation and their implications for effective management and organisational control;
- 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; and
- Illustrate the symbiotic relationship between power and authority, in relation to 'managerial leaders' in the performance of their organisational roles.

## COMPANY FORMATION AND LEGAL STATUS: IMPORTANT CORPORATE ISSUES

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

- Determine the most appropriate legal form for particular entrepreneurial setting;
- Illustrate the problems and benefits of different legal form of companies;
- List the pertinent factors that are associated with a choice of legal status of a company;
- Outline the legal requirement for company formation, as it pertains to their particular country;
- Indicate, accurately, the statutory reporting requirements of a company, based on its legal status and in relation to their specific country;
- Suggest the general statutory accounting requirement of a company in their country and the factors that determine these requirements;
- Demonstrate the relationship between a company's legal status and its accounting reporting requirement, and the rationale on which this demand is based;
- Indicate the legal requirement associated with International Trade in their own country;
- Address the implications of National, Regional and International Embargo on Import and Export and Service Dispensation.

## Course Contents, Concepts and Issues

### Part 1: Functions of Management: Salient Issues

- 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;
- 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.

## 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.

## Part 3: The Business Plan: A Guide To Entrepreneurs and Investors

- The Business Plan: A Guide To Entrepreneurs and Investors;
- The Business Plan as A Guide to the Entrepreneur;
- 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.

## 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.

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

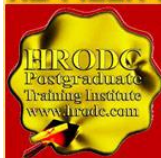
- Company Formation and Legal Status: Important Corporate Issues;
- Company legal status categorisation;
- Factors associated with a choice of legal status of a company;
- Issues in favour of and mitigating against particular legal status;
- Legal requirement for company formation;
- Company legal status 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.

## Part 6: Risk Management and Corporate Governance: An Introduction

- 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;
- Financial Risk and Unpredictability: Uncontrollable Environmental Issues;
- Asset Behaviour and Pricing Implications;
- Credit and Counterparty Risk;
- The Legal and Political Risk Environments;
- Risk as an Economic Factor;

Corporate Governance: Principles and Practice, Incorporating Financial Risk Management - Page 14 of 24

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- Technological Risk Factor;
- Risk associated with Socio-Cultural Change;
- 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;
- Financial Exposure As Risk: An Introduction;
- Economic Exposure;
- Transaction Exposure;
- Translation Exposure;
- Calculating Risk in Financial Exposure.

## 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.

Corporate Governance: Principles and Practice, Incorporating Financial Risk Management, Leading to Diploma Postgraduate - in Corporate Governance: Principles and Practice, Inc. Financial Risk Management Double Credit, 60 Credit-Hours, Accumulating to A Postgraduate Certificate, with 120 additional Credit-Hours, a Postgraduate Diploma, with -300 additional Credit-Hours

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.

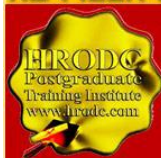
### **Postgraduate Certificate, Postgraduate Diploma, and Diploma – Postgraduate Assessment Requirement**

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.

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

### **Application Requirements**

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

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

### **Admission and Enrolment Procedure**

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



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

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

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

Our calculation is based on three hours per day, six days per week.

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

## Introducing Our Video-Enhanced Online Study Mode

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

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

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

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

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

You might study an Online Postgraduate Certificate or Online Postgraduate Diploma, in 10 and 20 weeks, respectively, in the comfort of your office or homes, through HRODC Postgraduate Training Institute's Video-Enhanced Online Delivery. We will deliver the 180 Credit-Hours and 360 Credit-Hours, in line with our regulation, through 'Direct-Lecturer-Contact', within the stipulated timeframe. We aim to fit the tuition around your work, family

commitment and leisure, thereby enhancing your maintenance of an effective 'work-study-life-style balance', at times convenient to you and your appointed tutor.

## Cumulative Postgraduate Certificate and Postgraduate Diploma Courses

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

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

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

<b>Examples of Postgraduate Course Credits: Their Value, Award Prefix &amp; Suffix – Based on 5-Day Multiples</b>		
<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>



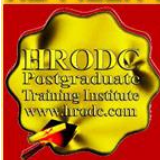
<b>Examples of Postgraduate Course Credits: Their Value, Award Prefix &amp; Suffix – Based on 5-Day Multiples</b>		
<b>Credit Value</b>	<b>Credit Hours</b>	<b>Award Title Prefix (&amp; Suffix)</b>
<b>6-Credit</b>	<b>180-204</b>	<b>Postgraduate Certificate</b>
<b>7-Credit</b>	<b>210-234</b>	<b>Postgraduate 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 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;**

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