

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#085

Corporate Governance and Strategic Management: Incorporating Corporate Strategy

Programme

Leading To:

POSTGRADUATE DIPLOMA IN

Corporate Governance and Strategic Management


- Page 1 of 61

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



Prof. Dr. Ronald B. Crawford - Director

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



HRODC POSTGRADUATE TRAINING INSTITUTE
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Websites:
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<https://www.hrodclondon.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/>.

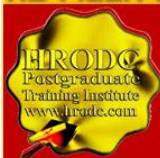
Programme Coordinator:

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;
- Fellow of the Institute of Management Specialists;

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- Human Resources Specialist, of the Institute of Management Specialists;
- Member of the Asian Academy of Management (MAAM);
- Member of the International Society of Gesture Studies (MISGS);
- Member of the Standing Council for Organisational Symbolism (MSCOS);
- Member of ResearchGate;
- Executive Member of Academy of Management (AOM). There, his contribution incorporates the judging of competitions, review of journal articles, and guiding the development of conference papers. He also contributes to the Disciplines of:
 - Human Resources;
 - Organization and Management Theory;
 - Organization Development and Change;
 - Research Methods;
 - Conflict Management;
 - Organizational Behavior;
 - Management Consulting;
 - Gender & Diversity in Organizations; and
 - Critical Management Studies.

Professor Dr. Crawford has been an Academic in the following UK Universities:

- University of London (Royal Holloway), as Research Tutor;
- University of Greenwich (Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- University of Wolverhampton, (Wolverhampton Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- London Southbank University (Business School), as Lecturer and Unit Leader.

His responsibilities in these roles included:

- Doctoral Research Supervisor;
- Admissions Tutor;
- Postgraduate and Undergraduate Dissertation Supervisor;
- Programme Leader;
- Personal Tutor

For Whom This Course is Designed

This Programme is Designed For:

- Chief Executives;
- Company Directors;
- Government Ministers;
- Government Advisors;
- Industrial Advisers;
- Industrial Administrators;
- Industrial Engineers;
- Industrial Engineers;
- Industrial Planners;
- Industrial Researchers;
- Fund Holders;
- Pension Fund Managers;
- Corporate Investors;
- Individual Investors;
- Venture Capitalists;
- Senior Administrators;
- Managers;
- Supervisors;
- Team Leaders;
- Corporate Secretaries;
- Those interested in Corporate Functions and Corporate Affairs.

Classroom-Based Duration and Cost:

Classroom-Based Duration: 12 Weeks (5 Days per Week)

Classroom-Based Cost: £45,000.00 Per Student

Online (Video-Enhanced) Duration and Cost

Online Duration: 20 Weeks – 3 Hours Per Day, 6 Days Per Week

Online Cost: £30,150.00 Per Student

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.

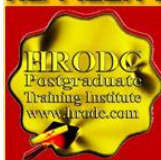
Daily Schedule: 9:30 to 4:30 pm.

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.

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Corporate Governance and Strategic Management Leading to Postgraduate Diploma in Governance and Strategic Management			
Module Number	Pre-existing Course #	Module Title	Credit Value
1	72	Corporate Governance: Principles and Practice	Double
2		Investors Relations	Single
3		Corporate Fraud and Corruption Risk: Operational Strategies in Managing and Reducing the Harmful Consequences of Fraud and Corruption in the Corporation	Double
4		Strategic Management: Aligning the Organisation and Its Environment towards Organisational Goal Achievement	Quad
5	154	Strategic Planning and Organisational Development (OD)	Triple

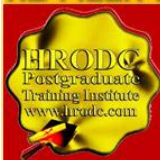
**Corporate Governance and Strategic Management, Programme
Leading to Postgraduate a Postgraduate Diploma in Governance and Strategic Management**

Programme Objectives

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

- Accurately follow the communication review process;
- Accurately locate an organisation’s management and workers within the ‘internal-external-stakeholder-spectrum’;
- Accurately profile managers at different organisational levels;
- Address key issues in The Management of Quality;
- Address the extent to which external organisational accountability affect internal organisational dynamics;

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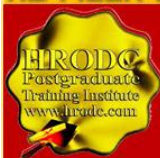
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Corporate Governance and Strategic Management: Incorporating Corporate Strategy, Leading to
Postgraduate Diploma in Corporate Governance and Strategic Management

- Address the implications of National, Regional and International Embargo on Import and Export and Service Dispensation;
- Analyse both the value chain and value system of an organisation and comment on their strategic significance;
- Analyse data;
- Analyse the balance of power amongst stakeholders in the organisation;
- Analyse the causes of change;
- Analyse the different perspectives of organisational development, namely:
- Analyse the funding programme of investor relations;
- Analyse the public sector environment;
- Analyse the resources of a public sector institution;
 - Annual report;
- Apply empirical evidence and guidelines to the various options in order to assist the selection procedure;
- Ascertain how to achieve 'risk intelligence';
- Ascertain the characteristics of contemporary large-scale interventions;
- Ascertain the ethical issues associated with diagnosis and giving feedback;
- Ascertain the importance of considering counterparty risk in evaluating contracts;
- Ascertain the levels and characteristics of organisational change;
- Assemble the right investigation team;
- Assess the implications for the strategy process where an organisation operates internationally;
- Assess the implications of the 'Receivership' of a company for its statutory, primary and secondary creditors;
- Be familiar with the survey results of integrated GRC;
- Be knowledgeable about mean and statistical mean;
- Build an outline strategy combining all the main elements;
- Build resiliency by enhancing fraud and corruption risk management;
- Calculate risk in financial exposure;
- Calculate statistics from actual data;
- Carry out a five forces analysis of the specific influences on the organisation;
- Cite some problems caused by seasonality;
- Cite some risk within the financial institutions;

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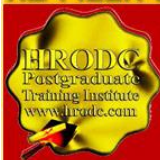
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Corporate Governance and Strategic Management: Incorporating Corporate Strategy, Leading to Postgraduate Diploma in Corporate Governance and Strategic Management

- Cite some strategies to manage transaction exposure;
- Cite the importance of a good fraud and corruption risk assessment;
- Cite the importance of the code of ethics and professional conduct;
- Collect and preserve crucial data;
- Comment on the weaknesses in the classic process and suggest how these might be overcome;
- Conduct a risk assessment;
- Conduct employee's ethics trainings;
- Conduct proper risk mitigation communication;
- Conduct some background checks;
- Conference presentations and discussions;
- Construct a business plan that will be attractive to investors and fund managers;
- Critically evaluate the contributions of all these routes to the strategic development process;
- Deal with regulators;
- Decide the extent to which a learning-based strategy is needed as part of an organisation's strategy process;
- Define investor relations;
- Define accountability in relation to the control and allocation of resources, internally and externally;
- Define aggressive guidance;
- Define and explain the two main elements of corporate-level strategy;
- Define and explore the implications of tacit and explicit knowledge;
- Define authority generally but also with specific relation to superior-subordinate relationship;
- Define continuous fraud monitoring (CFM);
- Define control environment;
- Define corporate governance in relation to the processes, customs, policies, laws and institutions affecting the way a corporation is directed, administered or controlled;
- Define derivatives;
- Define interventions;
- Define objectives, generally;
- Define organisational development (OD);

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- Define strategic management and explain its five special elements;
- Define the concept of informed predictions;
- Define the objectives of the organisation to be achieved by its strategies;
- Define the term “teams”;
- Define the term effective execution as it applies in a change management setting;
- Define, with examples, social organisations;
- Demonstrate a heightened understanding of the organisation’s responsibility and accountability to its shareholders as primary stakeholders;
- Demonstrate an understanding of how a strategic plan is developed from start to completion;
- Demonstrate an understanding of how all of the individual elements of the strategic planning process relate to each other when developing a completed plan;
- 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 objective hierarchy;
- Demonstrate an understanding of the relationship between span of management/control or span of management;
- Demonstrate how the individual elements of the strategic planning process are actually pulled together to create a comprehensive written strategic plan from start to completion;
- Demonstrate how to analyze a change plan for the purpose of anticipating roadblocks;
- Demonstrate how to develop the guiding principles statement component of the strategic plan;
- Demonstrate how to develop the mission statement component of the strategic plan;
- Demonstrate how to develop the strategic goals statement component of the strategic plan;
- Demonstrate how to develop the vision statement component of the strategic plan;
- Demonstrate how to select the strategic emphasis that is best for the organization;

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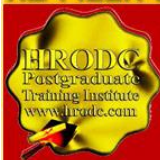
- Demonstrate how to use a completed strategic plan to develop action/assignment sheets and corresponding budgets for the purpose of executing the plan;
- Demonstrate the relationship between a company's legal status and its accounting reporting requirement, and the rationale on which this demand is based;
- Demonstrate their knowledge of vertical and horizontal relationships and formal communication channels;
- Demonstrate their understanding of basic organisational structures and the implications that these have for collegial, and superior-subordinate relationships;
- Demonstrate their understanding of legitimate authority and how managers can provide help to their subordinates, in this regard;
- Demonstrate their understanding of the relationship between organisational tasks and objectives;
- Describe and evaluate emergent strategic practice;
- Describe and evaluate prescriptive strategic practice;
- Describe asset behaviour and pricing implication;
- Describe financial risk in the organisational setting;
- Describe how an organization can predict pertinent market behaviours;
- Describe how individual change and its reactions to change;
- Describe how resources are allocated between parts of the organisation;
- Describe how to establish direction and formulate strategies as part of the strategic planning process;
- Describe how to identify organizational competencies that produce core values;
- Describe the appropriate membership of an organization's strategic planning team;
- Describe the concept of guidance in fraud risk management;
- Describe the costs of fraud and corruption;
- Describe the importance of data gathering;
- Describe the importance of monitoring and detection;
- Describe the importance of stock exchange in maintaining the liquidity of investments.
- Describe the legal and political risk environment;
- Describe the main elements of the classic prescriptive process for developing strategic management;

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- Describe the role of corporate headquarters and identify the implications for strategy development;
- Describe the role of human resources;
- Describe the three main dynamics of resource development;
- 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 entrance into an OD relationship is performed;
- Determine how resiliency can help avoid and minimise the impact of fraud and corruption;
- Determine how resiliency is achieved;
- Determine how to manage currency risk;
- Determine how value proposition is communicated;
- Determine other general strategies in fraud risk management;
- Determine some corporate resiliency self-assessment tool;
- Determine the challenges and technologies involved in the investigation;
- Determine the importance of control environment in relation to fraud and corruption risk;
- 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 internal audit's role;
- Determine the most appropriate legal form for particular entrepreneurial setting;
- Determine the participant in the sell side and learn how sell sides can be properly managed;
- Determine the participant in the sell side and learn how sell sides can be properly managed;
- Determine the role of feedback in diagnosing an organisation;
- Determine the situation in which liquidity risk arises;
- Determine the value of a cross-functional committee;
- Determine what comprises the cautionary statement;
- Determine which are considered as special types of teams;
- Determine why settlement risk has been historically a particular problem in the foreign exchange markets;

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- Develop a business model relevant to the organisation;
- Develop a communication calendar;
- Develop a communication mailing list;
- Develop a four links analysis of the organisation's co-operators;
- Develop a mission for the organisation;
- Develop a successful code of ethics/conduct;
- Develop either a plan to implement the selected strategy or an incremental approach for an emergent strategy;
- Develop guidance schedule;
- Develop options based on the distinctive capabilities and the core competencies of the organisation;
- Develop the special organisation structures that are more likely to lead to innovative strategies;
- *Directing/Leading;*
- Discuss about assessment and change of organisational culture;
- Discuss about continuous controls monitoring;
- Discuss about future's market risk;
- Discuss about individual instruments and assessments;
- Discuss about preventive controls;
- Discuss about sensitivity analysis as risk management;
- Discuss about the first line of defence;
- Discuss about the safe harbor;
- Discuss about trans-organisation or inter-organisation development;
- Discuss the fundamentals of governance, risk and compliance (GRC);
- Discuss the proper way of communicating during the investigation process;
- Discuss, with confidence, the implications of particular organisational structures have for communication and leadership styles;
- Distinguish a Tall from a Flat Organisational Structure;
- 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 process, content and context of a strategy;

- Distinguish between team-building interventions and intergroup interventions;
- Distinguish between the content and the process of the prescriptive approach;
- Distinguish between winding up or insolvency, Bankruptcy, Receivership, and Administration;
- Distinguish integrated from non-integrated GRC;
- Draft risk assessment reports;
- Draw up a programme of strategic change appropriate to the strategic task;
- Employ some data gathering strategy and approaches;
- Employ some monitoring and detection tactics;
- Enumerate some effective guidance strategies;
- Enumerate some sources of operating risk;
- Enumerate the categories of risk;
- Enumerate the different kinds of banking risk and explain each;
- Enumerate the factors to be considered in selecting intervention strategy;
- Enumerate the key characteristics of resiliency;
- Establish investigation protocols up front;
- 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 link between the control environment and governance;
- Establish the link between value proposition and corporate strategy;
- Establish the primary role of technology in risk management;
- Establish the relationship among PACI, anti-corruption, and the control environment;
- Establish the relationship between the OD consulting process and action research;
- Evaluate allegation;
- Evaluate critically the arguments that strategy and structure have a more complex relationship than that suggested by the early strategists;
- Evaluate the concept of the value proposition;
- Evaluate the importance of changing an organisation's management style at the same time as changing its strategy;
- Examine the implications of developments in technology for the organisation's purpose and strategy;

- 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 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 what constitutes the rights and equitable treatment of shareholders;
- Exhibit the extent to which social objectives enhance business objectives;
- Explain critical strategies for leading the strategic planning team;
- Explain five approaches to strategy development that go beyond the classic prescriptive approach;
- Explain how all of the work completed in the previous steps is brought together in this step to form a written strategic plan for the organization;
- Explain how emergent and prescriptive approaches are part of one cohesive strategy process;
- Explain how purpose emerges from knowledge creation;
- Explain how resources deliver sustainable competitive advantage to the organisation;
- Explain how the interests of secondary stakeholders can be preserved;
- Explain how the purpose of a public sector institution can be developed and defined;
- 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 how the strategic planning process can promote buy-in to the organization's strategic direction;
- Explain how to assess the financial condition of an organization;
- Explain how to assess the strengths and weaknesses of an organization;
- Explain how to identify potential opportunities and threats for an organization;

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- Explain how to make informed predictions as part of the strategic planning process.
- Explain how to select the competitive strategy that is best for the organization;
- Explain probability and normal distribution;
- Explain some additional options related to green strategy;
- Explain the concept of Chi-Squared Distribution;
- Explain the concept of enterprise risk management (ERM);
- Explain the concept of organisations in its social aspect;
- Explain the concept of resistance recognition;
- Explain the concept of risk based internal audits as a fraud detection tactic;
- Explain the concept of the consensus earnings estimate;
- Explain the concept of value added;
- Explain the concept of worker commitment and its relevance to organisational development;
- Explain the concepts of evaluation and withdrawal in relation to organisational development.
- Explain the core areas of strategic management and how they link together;
- Explain the data collection, analysis, and organization component of the strategic planning process;
- Explain the degree of decision-making and operational centralisation or decentralisation that persist in particular organisational structure and their implications for organisational effectiveness;
- Explain the degree to which a formal management succession chart can enhance the effectiveness of the process of delegation;
- Explain the difference between national and international strategic management;
- 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 dynamics of competitive advantage and comment upon the quality of its insights;
- Explain the five main areas of successful strategic leadership;
- Explain the formal organisation needed to motivate staff and implement the chosen strategies;

- Explain the importance of competitive advantage and ownership in entrepreneurial strategy;
- Explain the importance of trade blocks and their relationship with the development of strategic management;
- Explain the issue of accountability, in relation to the organisational hierarchy;
- Explain the main aspects of total quality management;
- Explain the main elements of pricing strategy;
- Explain the main issues involved in selecting green strategies;
- Explain the mechanism whereby the organisational activities can be co-ordinated;
- Explain the monitoring, measuring, and adjusting component of the strategic planning process;
- Explain the nature and importance of green strategy;
- 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 prediction component of the strategic planning process;
- Explain the principles of directional interventions;
- Explain the principles of fraud risk management;
- Explain the process involved in fraud and corruption risk assessment;
- Explain the relationship between worker autonomy and managerial control;
- Explain the roles of five special resources in the organisation and relate them to sustainable competitive advantage;
- Explain the shift in stance on stakeholder and ethical thinking in many organisations;
- Explain the strategy implications of branding and reputation;
- Explain the theory and practice involved in developing basic entrepreneurial strategy;
- Explain the two main elements of the network-based route forward and comment critically on its usefulness;
- Explain the underlying concepts of 360 feedbacks;
- 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 what is meant by globalisation and distinguish it from international expansion;

- Explain what makes a good leader;
- Explain why an organisation's purpose may sometimes be emergent rather than prescriptive;
- Explain why it is important to adopt a strategic emphasis for the organization;
- Explain why it is important to study the environment of the organisation;
- Explain why particular 'aspects' should be included in the Business Plan, to enhance its effectiveness;
- Explain why public sector strategy is different and why it is important;
- Explain why the execution phase of change initiatives so often breaks down;
- Explain why the process of making informed predictions is so important to the strategic planning team;
- Explore generic strategy options and evaluate their potential;
- Explore how strategic planning can be conducted and critically evaluate its merits;
- Explore the bases for 'division of work/ labour' in organisations and their relation to organisational effectiveness;
- Explore the dynamics of fast-moving environments, especially in the context of innovation;
- Explore the four main drivers of entrepreneurial strategy – imagination, ideas, invention and innovation;
- Explore the intensity of competition and the dynamics of competitor activities;
- Explore the main benefits and problems of globalisation strategies and comment critically on theories of globalisation;
- Explore the organisation's vision for the future and its strategic implications;
- Explore the relationship between the organisation and its customers;
- Expound the facet of authority, providing practical examples;
 - Fact sheet;
- Find out how statistical analysis is used as a risk management instrument;
- Find out how the interest rate derivatives market are managed;
- Focus on longer-term strategy issues including purpose, value added and sustainable competitive advantage.\Explain the importance of developing a comprehensive, written strategic plan;
 - Functionality;
- Generate options on the environment-based view of the organisation;

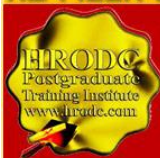
- Generate options on the resource-based view of the organisation;
- Give some examples of fraud detection using data interrogation techniques;
- Give some key attributes of companies with robust GRC strategies;
- Give some reasons for intervention failure;
- Give the general definition of risk;
- Give the importance of “lookbacks”;
- Highlight the developmental opportunities that delegation provides for subordinates;
- Identify and explain the seven main concepts of sustainable competitive advantage;
- Identify resource options based on cost reduction in the organisation;
- Identify some financial methods of measuring risk;
- Identify sources of power in organisation and their implications for effective management and organisational control;
- Identify the benefits of a case management system remediation;
- Identify the benefits of fraud and corruption risk management;
- Identify the complete process consultation;
- Identify the different aspects of quality of working life and explain each;
- Identify the different data gathering methods;
- Identify the ethical issues associated with intervention;
- Identify the factors involved in career planning and development;
- Identify the four risk management strategies;
- Identify the green strategy issues that must be tackled by the organisation;
- Identify the key factors for success in an industry;
- Identify the levels of diversification in corporate strategy and their implications for strategy options;
- Identify the local problems in eliminating fraud and corruption risks;
- Identify the main characteristics of entrepreneurs, their risk taking and approaches to identifying opportunities;
- Identify the main innovation processes relevant to purpose;
- Identify the main institutions involved in international trade and investment and their influence on strategic management;
- Identify the main resources and capabilities of an organisation and the strategic decision on whether to make or buy;
- Identify the main theories associated with emergent strategic management;

Corporate Governance and Strategic Management: Incorporating Corporate Strategy, Leading to Postgraduate Diploma in Corporate Governance and Strategic Management

- Identify the main theories associated with prescriptive strategic management;
- Identify the other forms of communication;
- Identify the possible problems brought about by too much market share;
- Identify the relationship between customer profiling and sustainable competitive advantage;
- Identify the relevance of a survival-based route forward in the context of the circumstances of the organisation;
- Identify the roles of ERM and GRC in fraud and corruption risk management;
- Identify the six main criteria that might typically be used to evaluate the content of strategic options;
- Identify the three main ways of coping with an unpredictable environment;
- Identify the traits of a resilient corporation;
- Identify the two key issues in determining changes in the purpose of an organisation;
- Illustrate how a well-constructed Business Plan might be used to Attract Investors and 'Fund Holders';
- Illustrate the channels of economic exposure;
- Illustrate the models towards understanding risk;
- Illustrate the problems and benefits of different legal form of companies;
- Illustrate the symbiotic relationship between power and authority, in relation to 'managerial leaders' in the performance of their organisational roles;
- Indicate the determinants of survivability;
- Indicate the effects of risk in the economy;
- Indicate the legal requirement associated with International Trade in their own country;
- 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;
- Investigate the options prompted by the expansion method matrix and their implications for industry-based options;
- Know how financial exposure risk are managed;
- Know how financial risks are quantified;
- Know how guidance is communicated;
- Know the correct way of selecting and prioritizing theme;
- Know the ethical issues involved in data gathering;

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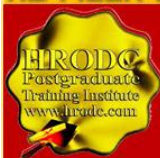
- Know the functions of the investor relations officers;
- Know the importance of eliminating fraud and corruption in the earliest possible time;
- Know the reason for the existence of foreign currency market?;
- Know the role of the change agent in intervention;
- Know the steps in data gathering process;
- Know what determines the extent to which the company is affected by economic exposure;
- Know what type of company is susceptible to transaction exposure;
- Know when credit risk arises;
- Learn about the different organisation design and structure;
- Learn about the written code of ethics/conduct;
- Learn from the experience of others;
- Learn how earning calls are conducted and the discussions involved;
- Learn how fraud and corruption risk assessments are implemented;
- Learn how preventive controls are monitored and evaluated;
- Learn how technology based detection tactics is conducted;
- Learn how the investor relations website are developed in terms of:
- Learn how the OD is developed;
- Learn how to assess fraud and corruption risk;
- Learn how to call for help during the investigation;
- Learn how to combat fraud and corruption;
- Learn how to conduct background research;
- Learn how to correct deficiencies;
- Learn how to deal with negative news;
- Learn how to develop hotlines, helplines and whistle-blower programs;
- Learn how to formulate value proposition;
- Learn how to interpret statistical data;
- Learn how to manage risk with forward contracts;
- Learn how to manage risk with SWAPS;
- Learn how to present problems and underlying problems;
- Learn how to sustain change after the intervention;
- Learn how to use PESTEL in risk management.
- Learn some intervention techniques;

Corporate Governance and Strategic Management: Incorporating Corporate Strategy, Leading to Postgraduate Diploma in Corporate Governance and Strategic Management

- Learn the appropriate means of structuring and planning interventions for success;
- Learn the process involved in planning for the fraud and corruption investigation;
- Learn the process of creating a control environment;
- Learn the proper way of communication through:
- Learn the proper way of confronting fraud and corruption risks;
- Learn the strategies of reducing vulnerability;
- Learn the techniques and strategies in eliminating fraud and corruption in a corporation;
- Learn to identify and measure currency risk;
- Link a strategic change programme with the type of change required;
- List the effects of a negative reputation;
- List the pertinent factors that are associated with a choice of legal status of a company;
- Manage whistle-blower hotlines;
 - Multimedia.
- Name some fraud schemes;
 - Newspapers and related media.
- Offer advice to managers regarding the aversion or reduction of conflict the 'Legal-Professional Authority' mix pose, so as to enhance organisational effectiveness;
 - Organisational climate;
 - Organisational culture;
 - Organisational norms;
 - Organisational power structure.
 - Organisational values;
- Outline customer communication and its strategic implications;
- Outline how leaders influence and cope with power in organisations;
- Outline salient steps that can be taken to preserve an organisation's integrity;
- Outline the benefits and costs of corporate-level strategy options;
- Outline the characteristics of a successful team;
- Outline the chief areas of corporate governance that will influence strategy and decision making at the centre of the organisation;
- Outline the development of strategy in the public sector from the perspectives of context, content and process;

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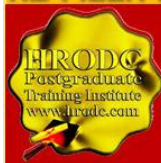
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Corporate Governance and Strategic Management: Incorporating Corporate Strategy, Leading to Postgraduate Diploma in Corporate Governance and Strategic Management

- Outline the extent to which strategic management differs in public and non-profit organisations;
- Outline the importance of individual readiness in the success of the delegation process;
- Outline the importance of the uncertainty-based route forward and comment on its relevance, depending on the organisation's context;
- Outline the legal requirement for company formation, as it pertains to their particular country;
- Outline the main approaches to managing strategic change;
- Outline the main aspects of game theory and the implications for strategy dynamics;
- Outline the main considerations in the development of purpose including green strategy;
- Outline the main corporate-level strategy tools available to a corporate headquarters;
- Outline the main development routes and methods for global expansion;
- Outline the main elements of control and monitoring, and investigate their importance for strategic management implementation;
- Outline the main elements of customer-driven strategy and explain its importance;
- Outline the main elements of strategic leadership;
- Outline the main environmental influences on the organisation and relate the degree of change to prescriptive and emergent strategic approaches;
- Outline the main prescriptive procedures and techniques used in selecting between strategy options;
- Outline the main resource issues involved in green strategies;
- Outline the main theories of international trade and explain their relevance to strategic management;
- Outline the market options matrix and its contribution to developing industry-based options;
- Outline the models of organisational change;
- Outline the nature and limitations of the implementation process;
- Outline the planning hierarchy in reference to their own organisations;
- Outline the roles and responsibilities of the Board of Directors;
- Outline the six main types of organisation structure and assess their advantages and disadvantages in relation to a particular strategy;
- Outline the stages involved in implementing the entrepreneurial strategic opportunity;

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M. RG. C.

Corporate Governance and Strategic Management: Incorporating Corporate Strategy, Leading to Postgraduate Diploma in Corporate Governance and Strategic Management

- Outline the two main public sector models and explain the concept of public value.
- Outline the value of delegation to the 'delegate';
- Outline three methods for improving the sustainable competitive advantage of the organisation's resources;
- Outline, with examples, Mintzberg's bases of co-ordinating;
- Outline, with examples, the planning process, as it applies to different organisational levels;
- Perform coaching mentoring;
- Plan aggressive competitive strategies;
- Plot the main ways to develop co-operation strategies;
 - Press release;
- Propose the desirable level of specialisation that might apply to particular organisational types and settings;
- Propose varying definitions of an organisation;
- Provide 'contingencies' based on differing business scenarios;
- 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 overview of how to distribute, communicate, and execute the strategic plan;
- Provide an overview of how to write the strategic plan;
- 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 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;
- 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 knowledge, technology and innovation to green strategy issues;

- Show how ethics and corporate social responsibility shape the purpose of the organisation;
- Show how leaders shape organisations through organisational culture;
- Show how purpose changes with innovation;
- Show how the Balanced Scorecard brings together the various elements of the implementation process;
- Specify risks that are associated with socio-cultural change;
- Specify some qualitative approaches to financial risk assessment;
- Specify some important efforts to avert damage;
- Specify the role OD practitioners;
- Specify the role of guidance in investor relations;
- Specify the role of the compliance officer.
- Specify what are involved in managing fraud risk;
- Suggest effective means by which internal promotion should be handled;
- Suggest the general statutory accounting requirement of a company in their country and the factors that determine these requirements;
- Suggests ways towards successful team development;
- Summarize effective execution strategies;
- Summarize how to analyse an organization's competition;
- Summarize how to conduct a market segmentation analysis for an organization;
- Summarize the potential areas of strategic emphasis available to an organization;
- Understand how discovery, assessment, analysis and interpretation;
- Understand how the control environment protects the corporation;
- Understand how the organisation's various elements can combine to form the organisation's strategy;
- Understand how to manage equity risk;
- Understand the basic principles involved in designing the structure of an organisation to meet its chosen strategy;
- Understand the composition of the investor relations staff;
- Understand the concept of organisations as systems;
- Understand the implications of market growth and market cyclicity for strategic management;
- Understand the importance of context in the development of strategy;

Corporate Governance and Strategic Management: Incorporating Corporate Strategy, Leading to Postgraduate Diploma in Corporate Governance and Strategic Management

- Understand the main organisation structures needed to operate global strategy successfully;
- Understand the nature of strategic change and its implications for strategy developments;
- Understand the organisation development consulting profession;
- Understand the preparation process for fraud and corruption investigation;
- Understand the process involved in mergers and acquisitions;
- Understand the role of automation in detecting fraud and corruption risks;
- Understand the significance of statistics;
- Understand the way that the objectives, tasks and timing are implemented;
- Undertake a competitor profile and identify the competitor's advantages;
- Undertake a PESTEL analysis of the general influences on the organisation;
- Undertake a SWOT analysis;
- Undertake an evaluation of strategic options in order to select the most appropriate option;
- Use the product portfolio matrix to choose between corporate-level strategy options;
- Use the value chain in the development of resource-based options;
- View the process of delegation in relation to 'leasing'.

Programme Contents, Concepts and Issues

Module 1

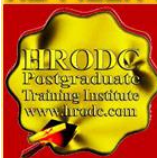
Corporate Governance: Principles and Practice, Leading to Diploma Postgraduate in Corporate Governance: Principles and Practice (Double Credit)

M1. 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;

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- 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 and 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.

M1. 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.

M1. 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.

M1. 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.

M1. 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.

M1. 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;
- 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.

Module 2

Investor Relations Leading to Diploma Postgraduate in Investor Relations

M2. Part 1: Salient Issues in Investor Relations

- What Is Investor Relations?;
- The Investor Relations Officers;
- The Investor Relations Staff;
- The Investor Relations Funding.

M2. Part 2: The Value Proposition

- Concept of the Value Proposition;
- Background Research;
- How to Formulate Value Proposition;
- Too Much Market Share, Problems;
- Seasonality, Problems;
- Communication of Risk Mitigation;
- Effects of a Negative Reputation;
- Communication of the Value Proposition;
- The Link between Value Proposition and Corporate Strategy.

M2. Part 3: Communication

- The Press Release;
- The Earnings Press Release;
- The Annual Report;
- The Fact Sheet;
- Conference Presentations and Discussions;
- Newspapers and Related Media;
- Other Forms of Communication;
- The Communication Review Process;
- The Communications Calendar;

- The Communications Mailing List;
- Dealing with Negative News.

M2. Part 4: The Earnings Call

- Earnings Call Attendees;
- Earnings Call Logistics;
- Structure of the Earnings Call;
- The Question and Answer Session;
- Variations of Earnings Call;
- Earnings Call Bad Behavior.

M2. Part 5: Guidance

- The Case for Guidance;
- Guidance Strategy;
- Communicating Guidance;
- The Preannouncement;
- Guidance Schedule;
- Aggressive Guidance;
- The Consensus Earnings Estimate;
- No Guidance Issuance.

M2. Part 6: The Forward-Looking Statement

- The Safe Harbor;
- The Cautionary Statement.

M2. Part 7: The Investor Relations Website

- Contents;
- Functionality;
- Multimedia.

M2. Part 8: The Sell Side and the Buy Side

- The Sell Side:
 - The Analyst;
 - The Stockbroker;
 - The Investment Banker.
- The Buy Side:
 - The Institutional Investor;
 - The Buy Side Analyst;
 - The Hedge Fund;
 - Sovereign Wealth Funds;
 - The Individual Investor;
 - The Foreign Investor;
 - Investment Clubs.

Module 3

Corporate Fraud and Corruption Risks: Operational Strategies in Managing and Reducing the Harmful Consequences of Fraud and Corruption in the Corporation, Leading to Diploma Postgraduate in Corporate Fraud and Corruption Risks (Double Credit)

M3. Part 1: Fraud and Corruption Elimination

- Introduction to Fraud and Corruption;
- Potential for Catastrophe;
- The Need to Eliminate Fraud and Corruption at the Earliest Time;
- Resiliency: Avoiding Problems through Appropriate Planning and Risk Management.

M3. Part 2: The Increasing Risk of Fraud and Corruption

- Combating Fraud and Corruption;
- Local Problems;
- Fraud Schemes;
- Awareness;
- Common Sense and Observable Reality;
- Efforts to Avert Damage.

M3. Part 3: Building a Resilient Corporation

- Determinants of Survivability;
- Reducing Vulnerability;
- Traits of A Resilient Corporation;
- Key Characteristics of Resiliency;
- Achieving Resiliency;
- Learning From the Experience of Others;
- Benefits of Fraud and Corruption Risk Management;
- Principles of Fraud Risk Management;
- The First Line of Defence;
- Guidance in Fraud Risk Management;
- Building Resiliency by Enhancing Fraud and Corruption Risk Management;
- Corporate Resiliency Self-Assessment Tool.

M3. Part 4: Fraud and Corruption Risk Assessment

- Introduction;
- What Is A Fraud And Corruption Risk Assessment?;
- Importance of a Good Fraud and Corruption Risk Assessment;
- Implementing Fraud and Corruption Risk Assessments;
- Risk Assessment Reports;
- Four Risk Management Strategies.

M3. Part 5: The Role of the Control Environment and Other Strategies

- Creating a Control Environment;
- Control Environment: Definition;
- Control Environment: Importance;
- The Control Environment as a Safeguard;
- The Control Environment and Governance;
- Internal Audit's Role;
- Written Code of Ethics/Conduct;
- Importance of the Code;
- Code of Ethics and Professional Conduct;
- Creating a Successful Code of Ethics/Conduct;
- Employees Ethics Trainings;
- Hotlines, Helplines and Whistle-Blower Programs;
- The Role of Human Resources – Employee Selection and Discipline;
- Other General Strategies of Which Fraud Risk Management Is a Component;
- Enterprise Risk Management (ERM);
- Fundamentals of ERM;
- Achieving 'Risk Intelligence';
- Fundamentals of Governance, Risk and Compliance (GRC);
- Integrated vs. Non-Integrated GRC;
- Survey Results – Integrated GRC;
- Key Attributes of Companies with Robust GRC Strategies;
- PACI, Anti-Corruption, and the Control Environment.

M3. Part 6: Particular Fraud and Corruption Risk Management Strategies and Tactics

- Confronting Fraud and Corruption Risks;
- Background Checks and Enhanced Due Diligence;
- Automation;
- Preventive Controls;

- Broad Categories of Risk;
- Preventive Controls Monitoring and Evaluation;
- Continuous Controls Monitoring;
- Correcting Deficiencies;
- The Roles of ERM and GRC.

M3. Part 7: Detective Controls and Transaction Monitoring

- The Importance of Monitoring and Detection;
- Monitoring and Detection Tactics;
- Whistle-Blower Hotlines;
- Risk Based Internal Audits as a Fraud Detection Tactic;
- Technology Based Detection Tactics;
- Examples of Fraud Detection Using Data Interrogation Techniques;
- Continuous Fraud Monitoring (CFM);
- Importance of “Lookbacks”.

M3. Part 8: Preparing for Fraud and Corruption Investigations and Remediation

- The Preparation Process;
- Planning;
- Dealing with Regulators;
- Evaluating the Allegation;
- Assembling the Right Investigation Team;
- Calling For Help;
- Establishing Investigation Protocols Up Front;
- Collecting and Preserving Crucial Data;
- Challenges and Technologies;
- Communication;
- The Benefits of a Case Management System Remediation.

M3. Part 9: The Players' Roles

- New Rules and Responsibilities;
- The Value of a Cross-Functional Committee;
- The Role of the Compliance Officer;
- Fraud and Corruption Risk Management as Everybody's Concern.

Module 4 Strategic Management: Aligning the Organisation and Its Environment towards Organisational Goal Achievement, Leading to Diploma Postgraduate in Strategic Management (Quad Credit)

M4. Part 1: Strategic Management: Salient Issues

- Defining Strategic Management;
- Three Core Areas of Strategic Management:
 - Strategic Analysis;
 - Strategic Development;
 - Strategy Implementation.
- Three Elements of the Strategic Decision;
- Five Key Elements to Strategy;
- Strategic Management at the:
 - Corporate Level;
 - Business Level.
- What Makes "Good" Strategy?;
- Two Main Test Areas for Strategy:
 - Application-Related;
 - Academic Rigour.
- Prescriptive Model of Business Strategy;
- Emergent Model of Business Strategy;
- What is Green Strategy and Where Does It Fit In?.

M4. Part 2: Analysing the Strategic Environment

- Analysing the Main Elements of the Environment;
- Analysing the Strategic Environment;
- The Ten Basic Analytical Tools;
- Steps in Taking the Analytical Tools;
- Customer Profiling;
- Segmentation and Positioning;
- Analysing the Strategic Environment: The Ten Basic Analytical Tools;
- How Do We Analyse The Strategic Environment?;
- Five Political Trends That Have Affected Strategic Management;
- Government and Industrial Policy.

M4. Part 3: Analysing Resources and Capabilities

- Why Are Strategic Resources And Capabilities Important?;
- Identifying and Developing the Resources That Deliver SCA and Value Added;
- How Can We Identify Value Added?;
- Green Strategy Value Chain Linkages;
- Green Strategy Value Chain: Benefits and Costs;
- How Can We Identify Strategic Resources And Capabilities?;
- Sustainable Competitive Advantage;
- Categories of Resources;
- Resources and Capabilities Should Be Analysed Against Seven Main Elements;
- Valuable, Rare, Inimitable, Organised (VRIO) Framework;
- The VRIO Framework: Performance Implications;
- Core Competencies;
- Distinguishing Features of Successful Core Competences;
- Benchmarking;
- Leveraging;
- Upgrading Resources;
- How Do We Analyse an Organisation's Strategic Resources and Capabilities?;

- Identify the Resources Capabilities of the Organisation;
- Resources/Capabilities Analysis;
- Sustainable Competitive Advantage;
- Intensity of Competition in an Industry.

M4. Part 4: Strategy Dynamics

- Tackling Strategy Dynamics;
- What Is Strategy Dynamics?;
- Interpretative Dynamics vs. Proactive Dynamics;
- Various Approaches of Strategy Dynamics;
- Interpretive Dynamics: Nature and Intensity of Industry Competition;
- Interpretive Dynamics: Innovation Flow Process in Strategy Dynamics;
- Proactive Dynamics: Three 'S' Framework for Strategy Dynamics;
- Proactive Dynamics: Planning Aggressive Competitive Strategies;
- The Dynamics of Purpose;
- The Dynamics of Environmental Development;
- The Dynamics of Resource Development.

M4. Part 5: Strategy Dynamics: Prescriptive Purpose Delivered Through Mission, Objectives and Ethics

- Understanding the Organisation's Purpose;
- Developing the Purpose of the Organisation;
- Identifying a Vision for the Future;
- Coping With Stakeholder Power;
- Developing Corporate Governance, Ethics and Corporate Social Responsibility (CSR);
- What is Corporate Governance?;
- Ethics and CSR;
- Developing The Organisation's Mission and Objectives;
- How to Formulate A Mission Statement;
- "What's The Difference between Visions, Mission and Objectives?";

- How to Develop Objectives;
- Mission and Objectives: Prescriptive and Emergent Approaches;
- Purpose and Quality Issues;
- Total Quality Management (TQM).

M4. Part 6: Purpose Emerging from Knowledge, Technology and Innovation

- Prescriptive Processes Do Not Capture Innovation Well;
- Emergent Processes Capture Innovation Better;
- An Emergent Approach to Purpose;
- Knowledge Creation;
- How Does Knowledge Influence Purpose?;
- Innovation through Technology;
- The Innovation Process;
- An Emergent Approach to Purpose.

M4. Part 7: Developing Business Strategy Options

- SWOT Analysis;
- Options Based on Market Opportunities;
- Options from Resource-Based Approaches;
- Developing Green Strategy Options;
- Resource-Based Options in Some Special Types of Organisations;
- Options Based on Market Opportunities.

M4. Part 8: Developing Corporate Level Strategy Options

- Diversification Options, Benefits;
- Diversification Options, Costs;
- Diversification Options, Degrees of Diversification;
- Role of HQ: Parenting Options;

- BCG Growth-Share Matrix;
- Some Difficulties with Portfolio Matrices;
- Tools of Corporate-Level Options;
- Developing Green Strategy Options.

M4. Part 9: Strategy Evaluation and Development: The Prescriptive Process

- Choosing Between Strategy Options;
- Strategy Content and Strategy Process;
- Six Selection Criteria for Choosing Between Options;
- Procedures and Techniques for Selection;
- Applying Empirical Evidence and Guidelines;
- Classic Strategic Planning Process;
- Some Problems with the Classic Strategic Planning Process;
- Selecting Green Strategies;
- Analysis of Business Risk;
- Assessing Stakeholders' Reactions.

M4. Part 10: Finding the Strategic Route Forward: Emergent and Prescriptive Approaches

- Importance of Strategy Context;
- Three Main Elements to Context;
- Context 1: Survive In a Hostile Market;
- Context 2: Fast Moving and Uncertain Future;
- Context 3: Complex Decision-Making both Within and Outside an Organisation;
- Context 4: Need To Involve Many Management Levels and Innovate Through Experimental Processes;
- Exploring the Learning-Based Process.

M4. Part 11: Organisational Structure, Style and People Issues

- Developing the Organisation Structure;
- Designing Organisation Structures to Fit the Strategy;
- Strategy Before Structure: Chandler's Contribution;
- The Five Main Problems of Putting Strategy before Organisational Structure;
- Organisational Structures for Innovative Companies;
- Motivation and Staffing In Strategy Implementation.

M4. Part 12: Implementing and Controlling the Strategic Plan

- Main Elements of Implementation Process;
- Nature and Limitations of the Implementation Process;
- Objectives, Task Setting and Communicating the Strategy;
- Resource Allocation;
- Monitoring and Controlling the Strategic Plan;
- Balanced Scorecard;
- Principles of Balanced Scorecard;
- Prescriptive Strategic Planning;
- How Strategies Are Implemented?;
- Planning Strategies and Styles;
- Information Monitoring and Control.

M4. Part 13: Customer-Driven Strategy Development and Implementation

- Developing Customer-Driven Strategy;
- Implementing Customer-Driven Strategy;
- Customer-Driven Strategy;
- Customer Profiling and Sustainable Competitive Advantage;
- Market Segmentation;
- Market Positioning;
- Branding and Reputation;

- Communicating With Customers and Stakeholders;
- Basic Considerations in Setting Pricing;
- Pricing Strategy;
- Total Quality Management;
- Analysis of Business Risk;
- Assessing Stakeholder's Reactions.

M4. Part 14: Strategic Change Management

- Fundamentals of Strategic Change;
- Causes of Strategic Change;
- Prescriptive Approaches to Managing Strategic Change;
- Emergent Approaches to Managing Change;
- Developing Strategic Change Programme.

M4. Part 15: Strategic Leadership

- Defining Strategic Leadership;
- Characteristics of a Successful Leader;
- Organisational Culture and Style;
- How Leaders Cope With Power;
- Successful Strategic Leadership;
- How Leaders Recognize and Deal with Political Pressure.

M4. Part 16: Entrepreneurial Strategy

- Theory and Practice;
- Personal Aspect and Risk Taking;
- Experiential Learning Circle;
- Drivers of Entrepreneurial Strategy;
- Imagination;
- Ideas;

- Invention;
- New Product Development In Entrepreneurial Strategy;
- Intrapreneurship;
- Competitive Advantage and Ownership;
- Implementing Entrepreneurial Strategy.

M4. Part 17: Government, Public Sector and Not-for-Profit Strategies

- Analysing Strategic Environment in Public Sector Strategy;
- Resources in the Public and Not-For-Profit Sectors;
- Purposes of Public and Not-For-Profit Sectors;
- Context, Content and Process in Public Sector Strategy;
- Implementation in Public Sector Strategy.

M4. Part 18: International Expansion and Globalisation Strategies

- International Expansion and Globalisation
- World Trade and the International Expansion Strategies of Companies
- Influence of Institutions Involved In International Trade
- International and Global Expansion Strategies
- International Relationships

M4. Part 19: Building a Cohesive Strategy

- Cohesion in Prescriptive and Emergent Processes;
- Building a Cohesive Strategy;
- Developing the Business Model;
- Long Term Strategy Issues.

Module 5

Strategic Planning and Organisational Development (OD), Leading to Diploma Postgraduate in Strategic Planning and Organisational Development (OD) (Triple Credit)

M5 - Part 1: Rationale for Strategic Planning

- Developing a Written Strategic Plan: Importance;
- Promoting Buy-In Through the Strategic Planning Process;
- The Strategic Planning Team:
 - Team Membership;
 - Size of the Strategic Planning Team;
 - Broadening Involvement Beyond the Planning Team.
- Team Leadership:
 - Necessary Abilities of Team Leaders;
 - Characteristics of a Good Team Leader;
 - Team Leadership Styles;
 - Best Leadership Style in a Team Setting;
 - Establishing Followership;
 - Ethics in Team Leadership.

M5 - Part 2: The Strategic Planning Process: An Overview

- Collecting, Organising, and Analysing Data;
- Making Informed Predictions;
- Establishing Direction and Formulate Strategy;
- Writing the Plan;
- Distributing, Communicating, and Executing the Plan;
- Monitoring, Measuring, and Adjusting;
- The Strategic.

M5 - Part 3: Collecting, Organising and Analysing Data (1)

- Assessing the Organisation's Financial Condition:
 - Assets and Liabilities;
 - Operating Budgets;
 - Profit Analysis.
- Assessing the Organisation's Strengths and Weaknesses:
 - Preparing the Organisation for a Strengths-and-Weaknesses Assessment;
 - Selecting an Effective Assessment Methodology:
 - ✚ Functional Unit Method;
 - ✚ Value Tree Method;
 - ✚ Key Performance Measures Method.
- Compiling the Strengths Component of the Assessment;
- Compiling the Weaknesses Component of the Assessment;
- Using the Results of the Assessment;
- Identifying Core Competencies That Produce Value:
 - Characteristics of Core Competencies That Produce Value;
 - What Customers Value Most;
 - Applying the Characteristics of Core Value-Producing Competencies as Criteria.

M5 - Part 4: Collecting, Organising and Analysing Data (2)

- Refining and Defining Markets:
 - Surviving vs. Thriving;
 - Market Strategy Review.
- Market Segmentation:
 - Geographic Segmentation;
 - Customer Demographics Segmentation;
 - Purchase Method Segmentation;
 - Product Type Segmentation.
- Analyzing Market Segments:

- Using the Market Analysis Guide;
- Defining Market Segment;
- What do Customers in this Market Segment Value Most?;
- Size of the Market Segment;
- Current Share of the Market Segment;
- Competitors in this Market Segment, and Their Market Share.

M5 - Part 5: Collecting, Organising and Analysing Data (4)

- Trends, Issues, or Developments Relating to this Market Segment Analyzing the Competition:
 - Competition Analysis Guide;
 - Directory Information (Company Name, Address, CEO);
 - Competing Products and Services and their Best Features;
 - Competitive Strategy;
 - Common Market Segments;
 - Organizational and Product Strengths;
 - Organizational and Product Weaknesses;
 - Other Pertinent Developments, Issue, or Factors.

M5 - Part 6: Making Informed Predictions

- Concept of Informed Predictions Defined;
- Why Making Informed Predictions Is So Important;
- How To Make Informed Predictions:
 - Avoid Common Planning Pitfalls.
- Predicting Pertinent Market Behaviors:
 - Pertinent Business Developments;
 - Customer Desires;
 - Profitability Potential;
 - Market Development.
- Identifying Opportunities and Threats:

- The Brainstorming Process;
- Factors to Consider When Identifying Opportunities and Threats:
 - ✚ Internal Processes;
 - ✚ Competition;
 - ✚ Products and Services;
 - ✚ Markets;
 - ✚ Acquisitions and Mergers;
 - ✚ Cultural, Socioeconomic, and Socio-political Issues.

M5 - Part 7: Adopting a Strategic Emphasis and Competitive Strategy

- Importance of Adopting a Strategic Emphasis:
 - Adopting a More Tightly Defined Strategic Emphasis: An Illustrative Case.
- Potential Areas of Strategic Emphasis:
 - Product-Based Strategic Emphasis;
 - Competency-Based Strategic Emphasis;
 - Customer-Based Strategic Emphasis;
 - Technology-Based Strategic Emphasis;
 - Raw Material Based Strategic Emphasis;
 - Adopting a Strategic Emphasis for an Organization.
- Selecting A Competitive Strategy:
 - Low-Cost/Broad Scope Competitive Strategy;
 - Differentiation/Broad Scope Competitive Strategy;
 - Low-Cost/Narrow Scope Competitive Strategy;
 - Differentiation/Narrow Scope Competitive Strategy;
 - What the Competitive Strategy Does;
 - Selecting the Optimum Competitive Strategy.

M5 - Part 8: Writing the Strategic Plan

- Overview of the Strategic Plan:
 - Contents of a Completed Strategic Plan;
 - What about Specific Projects, Assignments, Responsibilities, and Budgets?;
 - How Does it All Tie Together?;
 - What about the Details?.
- Developing the Vision Statement;
- Writing the Vision Statement;
- Developing the Mission Statement;
- Developing the Guiding Principles;
- Developing Strategic Goals:
 - Using the Work from Earlier Steps in Developing Strategic Goals;
 - Converting Information into Strategic Goals;
 - Cautions Concerning Strategic Goals;
 - Examples of Strategic Goals.

M5 - Part 9: Executing the Strategic Plan

- Effective Execution Defined;
- Why Strategic Plans Break Down in the Execution Phase:
 - Dirty Hands Syndrome and Execution.
- Conduct a Roadblock Analysis of the Strategic Plan;
- Strategies for Effective Execution of the Strategic Plan:
 - Develop Action/Assignment Sheets;
 - Sample Action/Assignment Sheet;
 - Establish and Maintain Momentum by Reinforcing Progress.

M5 - Part 10: Strategic Plan from Start to Completion

- Developing a Strategic Plan: Data Technologies Company;
- Overview of the Process;
- Review of Material:
 - Strengths;
 - Weaknesses;
 - Opportunities;
 - Threats;
 - Core Competencies that Produce Value;
 - Competitors' Analysis.
- Developing the Vision;
- Developing the Mission;
- Developing Guiding Principles;
- Developing Strategic Goals;
- Planning for an Effective Execution;
- Developing Action/Assignment Sheets.

M5 - Part 11: Organisational Development (1)

- Concept of Organisational Development (OD):
 - Defining OD.
- Differing Perspectives of Organisational Development:
 - Organisational Climate;
 - Organisational Culture;
 - Organisational Norms;
 - Organisational Values;
 - Organisational Power Structure.
- Worker Commitment;
- Aspects of Quality of Working Life (1):
 - Adequate and Fair Compensation;
 - Healthy and Safe Working Conditions;

- Development and Growth of Human Capacities.

M5 - Part 12: Organisational Development (2)

- Aspects of Quality of Working Life (2):
 - Growth and Security;
 - Social Integration of People;
 - Constitutionalism;
 - Protection of Total Life Space;
 - Social Relevance of Work.
- Foundations of Organisational Change:
 - Levels and Characteristics of Organisational Change;
 - Models of Organisational Change;
 - Organisations as Systems;
 - Organisations as Socially Constructed;
 - OD Practitioners;
 - The Organisation Development Consulting Profession;
 - The OD Consulting Process and Action Research.

M5 - Part 13: Process Consultation as a Crucial Aspect of Organisational Development

- Negotiated Entry;
- Formulation of the Contract;
- Establishment of the Setting;
- Data Gathering and Analysis;
- Diagnosing;
- Intervention;
- Withdrawal.

M5 - Part 14: Process Consultation as a Crucial Aspect of Organisational Development: Detailed Explanation (1)

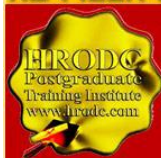
- Entry and Contracting:
 - Entering into an OD Relationship;
 - Developing a Contract.
- Data Gathering:
 - Importance of Data Gathering;
 - Presenting Problems and Underlying Problems;
 - Data Gathering Process;
 - Data Gathering Methods;
 - Data Gathering Strategy and Approaches;
 - Ethical Issues with Data Gathering.
- Diagnosing Organisations and Feedingback Diagnostic Information:
 - Discovery, Assessment, Analysis and Interpretation;
 - Analysing Data;
 - Selecting and Prioritizing Theme;
 - Feedback;
 - Resistance Recognition;
 - Ethical Issues with Diagnosis and Giving Feedback.
- Designing Interventions:
 - Defining Interventions;
 - Reasons for Intervention Failure;
 - Factors to Be Considered In Selecting Intervention Strategy.

M5 - Part 15: Process Consultation as a Crucial Aspect of Organisational Development: Detailed Explanation (2)

- Structuring and Planning Interventions for Success;
- The Role of the Change Agent in Intervention;
- Ethical Issues with Intervention;
- Overview of Intervention Techniques.

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➤ Individual Interventions:

- Individual Change and Reactions to Change;
- Individual Instruments and Assessments;
- Coaching Mentoring;
- 360 Feedbacks;
- Career Planning and Development.

M5 - Part 16: Process Consultation as a Crucial Aspect of Organisational Development: Detailed Explanation (3)

➤ Team Interventions:

- Teams, Defined;
- Characteristics of a Successful Team;
- Special Types of Teams;
- Team Development;
- Team-Building Interventions;
- Intergroup Interventions.

➤ The Entire Organisation and Multiple Organisation Intervention:

- Characteristics of Contemporary Large-Scale Interventions;
- Assessment and Change of Organisational Culture;
- Organisation Design and Structure;
- Directional Interventions;
- Mergers and Acquisitions;
- Transorganisation or Interorganisation Development.

➤ Withdrawal:

- Sustaining Change after the Intervention;
- Evaluation.

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).

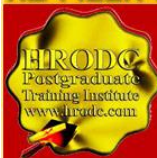
Delegates studying courses of 5-7 days' duration, equivalent to 30-42 Credit-Hours (Direct Lecturer Contact), will, on successful assessment, receive the Diploma – Postgraduate Award. This represents a single credit at Postgraduate Level. While 6-day and 7-day courses also lead to a Diploma – Postgraduate,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

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Corporate Governance and Strategic Management: Incorporating Corporate Strategy, Leading to Postgraduate Diploma in Corporate Governance and Strategic Management
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:

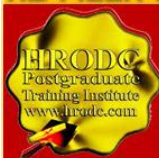
- Completed Postgraduate Application Form, including a passport sized picture affixed to the form;
- A copy of Issue and Photo (bio data) page of the applicant's current valid passport or copy of his or her Photo-embedded National Identity Card;
- Copies of credentials mentioned in the application form.

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;

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- 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

Corporate Governance and Strategic Management: Incorporating Corporate Strategy, Leading to Postgraduate Diploma in Corporate Governance and Strategic Management
increasing number of Specialist Postgraduate Certificate and Postgraduate Diploma Programmes. You might also accumulate Postgraduate Short Courses, via this mode of study, over a 6-year period, towards a Postgraduate Certificate or Postgraduate Diploma.

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

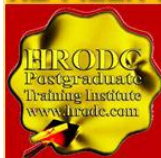
- The tutor meets the group and presents the course, via Video, in a similar way to its classroom-based counterpart;
- All participants are able to see, and interact with, each other, and with the tutor;
- They watch and discuss the various video cases and demonstrations that form an integral part of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

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

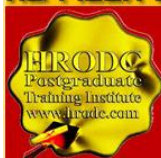
Cumulative Postgraduate Certificate and Postgraduate Diploma Courses

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.

Examples of Postgraduate Course Credits: Their Value, Award Prefix & Suffix – Based on 5-Day Multiples		
Credit Value	Credit Hours	Award Title Prefix (& Suffix)
Single-Credit	30-54	Diploma - Postgraduate
Double-Credit	60-84	Diploma – Postgraduate (Double-Credit)
Triple-Credit	90-114	Diploma – Postgraduate (Triple-Credit)
Quad-Credit	120-144	Diploma – Postgraduate (Quad-Credit)
5-Credit	150-174	Diploma – Postgraduate (5-Credit)
6-Credit	180-204	Postgraduate Certificate



Examples of Postgraduate Course Credits: Their Value, Award Prefix & Suffix – Based on 5-Day Multiples		
Credit Value	Credit Hours	Award Title Prefix (& Suffix)
7-Credit	210-234	Postgraduate Certificate (+ 1 Credit)
8-Credit	240-264	Postgraduate Certificate (+2 Credits)
9-Credit	270-294	Postgraduate Certificate (+3 Credits)
10-Credit	300-324	Postgraduate Certificate (+ 4 Credits)
11-Credit	330-354	Postgraduate Certificate (+5 Credits)
12-Credit	360	Postgraduate Diploma
360 Credit-Hours = Postgraduate Diploma		
12 X 5-Day Courses = 360 Credit-Hours = Postgraduate Diploma		
10 X 6-Day Courses = 360 Credit-Hours = Postgraduate Diploma		

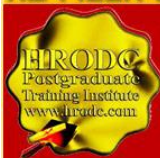
Exemplification of Accumulated Postgraduate Certificate and Postgraduate Diploma Award Titles

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

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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.

Service Contract, incorporating Terms and Conditions

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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