

# HRODC Postgraduate Training Institute



**A Postgraduate - Only Institution**



**#193**

**Cost, Project, and Value Engineering  
for Effective Project Control**

**Postgraduate Short Course**

**Leading To:**

**DIPLOMA - POSTGRADUATE IN**

**Cost, Project and Value Engineering  
Quad-Credit = 120 Credit-Hours**

**Accumulating to A**

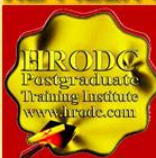
**Postgraduate Certificate,  
With 60 Additional Credit-Hours, or A**

**POSTGRADUATE DIPLOMA**

**With 240 Additional Credit-Hours**

Cost, Project and Value Engineering for Effective Project Control - Page 1 of 23

**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**  
*A Postgraduate – Only Institution*

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

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

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**HRODC Postgraduate Training Institute, A Postgraduate-Only Institution**  
**Our UK Government's Verification and Registration**

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

**Course Coordinator:**

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

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



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

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


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

**His responsibilities in these roles included:**

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

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## For Whom This Course is Designed

### This Course is Designed For:

- Cost Engineers;
- Cost Analysts;
- Claims and Changes Specialists;
- Construction Managers;
- Contract Management Specialists;
- Cost Estimators;
- Planner/Scheduler (or Scheduling Engineers);
- Pre-Construction Managers;
- Project Controls Engineers;
- Project Managers;
- Quantity Surveyors.

### Classroom-Based Duration and Cost:

<b>Classroom-Based Duration:</b>	<b>20 Days</b>
<b>Classroom-Based Cost:</b>	<b>£20,000.00 Per Delegate</b>

### Online (Video-Enhanced) Duration and Cost


<b>Online Duration:</b>	<b>40 Days @ 3 Hours Per Day</b>
<b>Online Cost:</b>	<b>£10,400.00 Per Delegate</b>

## Classroom-Based Course and Programme Cost includes:

- Free Continuous snacks throughout the Event Days;
- Free Hot Lunch on Event Days;
- Free City Tour;
- Free Stationery;
- Free On-site Internet Access;

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Cost, Project and Value Engineering for Effective Project Control, Leading to Diploma Postgraduate - in Cost Project and Value Engineering, Quad-Credit, 120Credit-Hours, Accumulating to A Postgraduate Certificate, with 60 additional Credit-Hours, a Postgraduate Diploma, with 240 additional Credit-Hours

- 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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## **Cost, Project and Value Engineering for Effective Project Control Course**

**Leading to Diploma – Postgraduate – in Cost, Project and Value Engineering, Quad-Credit, 120 Credit-Hours, Accumulating to a Postgraduate Certificate, with 60 Additional Credit-Hours, or a Postgraduate Diploma, with 240 Additional Credit-Hours**

### **Course Contents, Concepts and Issues**

#### **Part 1: Cost Engineering: Overview**

- Objectives of Cost Engineering;
- History;
- Importance;
- The International Cost Engineering Council (ICEC);
- Mathematics of Cost Comparisons;
- Depreciation;
- Accelerated Cost Recovery System;
- Modified Accelerated Cost Recovery System (MACRS);
- Cost Comparisons of Unequal Durations;
- Inflation;
- The Learning Curve;
- Profitability;
- Working Capital;
- Conceptual Costing;
- Forecasting;
- Value Engineering;
- Optimisation:
  - Linear Programming;
  - Dynamic Programming.



- Nomenclature.

## Part 2: Cost Accounting

- Project Cost Accounting;
- Functions of Cost Accounting;
- Types of Costs:
  - Direct Costs;
  - Indirect Costs;
  - Overhead Costs;
  - Standard Costs;
  - Joint Cost;
  - Job Order and Process Costing.

## Part 3: Estimating Cost (1)

- Capital Cost Estimation:
  - Purpose of Estimates;
  - Fixed Capital and Working Capital;
  - Current Trends in Capital-Cost Estimating;
  - Cost Estimates Types;
  - Functions of Capital-Cost estimates;
  - Cost of Making Estimates;
  - Representation of Cost Data;
  - Factored Estimating;
  - Codes of Account;
  - Startup Costs;
  - Evaluation of the Estimate.

## Part 4: Estimating Cost (2)

- Operating Cost Estimation:
  - Concept;
  - Purposes of Operating Cost Estimates;
  - Raw Materials and Utilities;
  - Operating Labour;
  - Maintenance;
  - Indirect Payroll Cost;
  - Operating Supplies;
  - Laboratory and Other Service Costs;
  - Royalties and Rentals;
  - Indirect Costs;
  - Distribution Costs;
  - Avoidance of Nuisances;
  - Contingencies;
  - Shortcut Method;
  - Components of Total Product Cost.

## Part 5: Economic Equivalence and Profitability

- Introduction to Economic Equivalence and Profitability;
- Profitability Analysis;
- Depreciation;
- Economic Comparisons and Profitability: Examples;
- Lease vs. Purchase;
- Economics for Capital Projects or Replacements;
- Scheduling a Loan Payment.



## Part 6: Cost Control and Reporting

- Overview;
- Project Formats;
- Establishing Baselines for Control;
- Status Evaluation and Control;
- Reporting and Analysis:
  - Frequency of Reports;
  - Variance Analysis;
  - Report Distribution.

## Part 7: Cost Indexes, Escalation and Location Factors (1)

- Cost Indexes:
  - Using an Index;
  - Compiling an Index;
  - Building Cost Indexes Analysis;
  - Limitations in Using Published Indexes;
  - Estimating Escalation.

## Part 8: Cost Indexes, Escalation and Location Factors (2)

- Location Factors:
  - Background Sources;
  - International Location Factors;
  - Country Cost Indexes;
  - Cost Data Sources.

## Part 9: Operations Research Techniques

- Linear Programming:
  - Two-Dimensional Graphical Solution;
  - Simplex Method;
  - Conversion to Simplex Form;
  - Interpretation of Simplex Solutions.
- Dynamic Programming;
- Simulation:
  - Coin Problem;
  - Random Variables;
  - Queuing Problem.

## Part 10: Risk Analysis

- Concept;
- The Fourth Variable;
- The Monte Carlo Approach;
- Contingency;
- Avoiding Risk Analyst Induced Risk;
- Conducting the Risk Analysis;
- Available Risk Analysis Software.

## Part 11: International Cost Engineering

- Overview;
- Project Elements:
  - Project Design;
  - Bulk Materials;
  - Engineered Equipment;
  - Construction Labour;
  - Construction Equipment;

- Construction Management Staffing;
  - Schedule;
  - Local Infrastructure Requirements;
  - Material And Equipment Delivery;
  - Progress Payments;
  - Local Taxes;
  - Insurance;
  - Project Finance;
  - Legal Recourse;
  - Social System.
- Initiation.

## Part 12: Computer Applications for Project Control (1)

- The Need for Computerization;
- Important Terms to Consider;
- Designing Project Management Systems;
- Steps in System Design and Implementation;
- Project Control Software:
  - Planning and Scheduling Software;
  - Cost Estimating Software;
  - Economic Analysis Software;
  - Management Reporting Software;
  - Risk Analysis Software.

## Part 13: Computer Applications for Project Control (2)

- Computer-Aided Design (CAD) Applications for Project Management:
  - Basic CAD Components and Capabilities;
  - CAD Applications to Cost Control;
  - CAD Applications to Weight Control;
  - CAD Applications to Document Control;



- CAD Applications to Maintenance;
- CAD Applications to Construction Planning.

## Part 14: Project Management

- Defining a Project;
- Benefits of Project Management;
- What Project Management Helps You to Achieve?;
- Project Management, Organisation and Execution Conflict;
- Project Management and Control;
- Factors Determining Project Success;
- Project Constraints:
  - Scope;
  - Time;
  - Cost.
- Project Management Cost Estimating Tools;
- Project Cycle Management (PCM).

## Part 15: Project Life Cycle (1)

- Planning – Conceptualisation, Analysis, Proposal, Justification, Agreement;
- Doing – Start-Up, Execution, Completion, Hand Over;
- Checking – Review;
- Acting – Feedback;
- Development of a Project Life Cycle, Project Brief and Proposal;
- The Management of Change;
- The Systems Approach to Project Management;
- The Requirements of Successful Project Management;
- Balancing Costs and Benefits;
- Managing the Planning Process;

## Part 16: Project Life Cycle (2)

- Critical Incident Analysis;
- Project Control Mechanism;
- The Value Chain: Adding Value to Processes, Products and Processes;
- Project Decision-Making;
- Project Coordination: The 5 Bases of Co-Ordination;
- Developing A CATWOE Focus of Project Management;
- Why do Project Fails?;
- PERT, CPM, Arrow and Precedence Scheduling.

## Part 17: Salient Issues of Value Engineering

- What is Value Engineering?;
- Value Engineering History;
- 5 Precepts of Value Engineering;
- Addressing the Problems through Value Engineering;
- Benefits of Value Engineering;
- The Reasons for Unnecessary Costs;
- When to Apply Value Engineering;
- How is Value Engineering Done?;
- Concept of Value;
- VE Methodology and Techniques;
- Variations in Cost;
- Interface with Other Programs;
- Demonstrated Impact of Value Engineering.

## Part 18: Value Engineering Practical Applications (1)

- Project Scope and Budget:
  - Elements of the Project Budget;
  - Prevalent Budgeting Techniques;
  - Contingency Amount;
  - Cost Control;
  - Defining Project Scope;
  - Parameters and Parameter Cost.

## Part 19: Value Engineering Practical Applications (2)

- The Capitalized Income Approach to Project Budgeting (CIAPB):
  - CIAPB Objectives;
  - Measuring Property Value;
  - The Meaning of Capitalization;
  - The Capitalization Process;
  - The Need for Cost Control.

## Part 20: Advanced Value Analysis Phases

- Phase 1 – Information Phase;
- Phase 2 – Function Phase;
- Phase 3 – Creative Phase:
  - Idea Stimulator Checklist.
- Phase 4 – Analysis/Judicial Phase:
  - Analysis/Judicial Phase: Analysis/Development;
  - Analysis/Judicial Phase: Analysis/Evaluation.
- Phase 5 – Recommendation;
- Phase 6 – Presentation and Implementation.



## **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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successful candidates will receive the Diploma – Postgraduate, Postgraduate Certificate, or Postgraduate Diploma, as appropriate.

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

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

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

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

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

## **Admission and Enrolment Procedure**

- On receipt of all the above documents we will assess applicants' suitability for the Course or Programme for which they have applied;
- If they are accepted on their chosen Course or Programme, they will be notified accordingly and sent Admission Letters and Invoices;

- One week after the receipt of an applicant's payment or official payment notification, the relevant Course or Programme Tutor will contact him or her, by e-mail or telephone, welcoming him or her to HRODC Postgraduate Training Institute;
- Those intending to study in a foreign country, and require a Visa, will be sent the necessary immigration documentation, to support their application;
- Applicants will be notified of the dates, location and venue of enrolment and orientation, where appropriate.

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

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

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

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

## Introducing Our Video-Enhanced Online Study Mode

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

You are taught as individuals, on a one-to-one or one-to-small-group basis. You see the tutor face to-face, for the duration of your course. You will interact with the tutor, ask and address questions; sit examinations in the presence of the tutor. It is as real as any face-to-face lecture and seminar can be. Choose from a wide range of Diploma – Postgraduate Courses and an



increasing number of Specialist Postgraduate Certificate and Postgraduate Diploma Programmes. You might also accumulate Postgraduate Short Courses, via this mode of study, over a 6-year period, towards a Postgraduate Certificate or Postgraduate Diploma.

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


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

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

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

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Contact', within the stipulated timeframe. We aim to fit the tuition around your work, family commitment and leisure, thereby enhancing your maintenance of an effective 'work-study-life-style balance', at times convenient to you and your appointed tutor.

**Cumulative Postgraduate Certificate and Postgraduate Diploma Courses**

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


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

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

<b>Examples of Postgraduate Course Credits: Their Value, Award Prefix &amp; Suffix – Based on 5-Day Multiples</b>		
<b>Credit Value</b>	<b>Credit Hours</b>	<b>Award Title Prefix (&amp; Suffix)</b>
<b>Single-Credit</b>	<b>30-54</b>	<b>Diploma - Postgraduate</b>
<b>Double-Credit</b>	<b>60-84</b>	<b>Diploma – Postgraduate (Double-Credit)</b>
<b>Triple-Credit</b>	<b>90-114</b>	<b>Diploma – Postgraduate (Triple-Credit)</b>
<b>Quad-Credit</b>	<b>120-144</b>	<b>Diploma – Postgraduate (Quad-Credit)</b>

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

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


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

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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.



5. **Postgraduate Certificate in Industrial Health and Safety Management,  
Incorporating Oil and Gas Safety;**
6. **Postgraduate Diploma in Industrial Health and Safety Management,  
Incorporating Oil and Gas Safety;**
7. **Postgraduate Certificate in Business Communication;**
8. **Postgraduate Diploma in Business Communication;**
9. **Postgraduate Certificate in Corporate Governance;**
10. **Postgraduate Diploma in Corporate Governance;**
11. **Postgraduate Certificate in Costing and Budgeting;**
12. **Postgraduate Diploma in Costing and Budgeting;**
13. **Postgraduate Certificate in Client or Customer Relations;**
14. **Postgraduate Diploma in Client or Customer Relations;**
15. **Postgraduate Certificate in Engineering and Technical Skills;**
16. **Postgraduate Diploma in Engineering and Technical Skills;**
17. **Postgraduate Certificate in Events Management;**
18. **Postgraduate Diploma in Events Management;**
19. **Postgraduate Certificate in Health and Safety Management;**
20. **Postgraduate Diploma in Health and Safety Management;**
21. **Postgraduate Certificate in Health Care Management;**
22. **Postgraduate Diploma in Health Care Management;**
23. **Postgraduate Certificate in Human Resource Development;**
24. **Postgraduate Diploma in Human Resource Development;**
25. **Postgraduate Certificate in Human Resource Management;**
26. **Postgraduate Diploma in Human Resource Management;**
27. **Postgraduate Certificate in Information and Communications Technology  
(ICT);**
28. **Postgraduate Diploma in Information and Communications Technology  
(ICT);**
29. **Postgraduate Certificate in Leadership Skills;**
30. **Postgraduate Diploma in Leadership Skills;**

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M. RG. C.






- 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;**

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M. RG. C.



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

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

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

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

**HRODC Postgraduate Training Institute**