

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#131

Strategic Planning, Business Planning and Budgeting for Organisational Effectiveness

Postgraduate Short Course

Leading To:

DIPLOMA - POSTGRADUATE IN

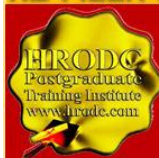
Strategic Planning, Business Planning and Budgeting in Organisations, 36 Credit-Hours

Accumulating to A

Postgraduate Certificate, With 144 Additional Credit-Hours, or A

Postgraduate Diploma, With 324 Additional Credit-Hours

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/](https://www.postgraduateshortcourses.com/)

Email:
institute@hrodc.com
london@hrodc.com

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

Tel:
+44 1902 763 607
+44 7736 147 507

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);

Strategic Planning, Business Planning and Budgeting for Organisational Effectiveness - Page 2 of 24



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.

- 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;

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.



➤ Personal Tutor

For Whom This Course is Designed

This Course is Designed For:

- Managers with direct financial responsibilities
- Planning and budgeting analyst
- Executives who need to evaluate plans for approval and variance reports for corrective action
- Managers who need to improve their skills in constructing and controlling their budget
- Supervisors from every discipline and department who have to manage departments and plan, cost, and budget during their business careers
- Cost and management accountant
- Financial planners and cost analysts
- Senior managers who supervise people with financial responsibilities
- Financial and budget controllers who are moving to wider responsibilities
- Managers who need to know more about business planning, budgeting, costing terms and techniques.
- Managers who have to plan, cost and budget new business ventures.
- Managers and Supervisors from every business discipline and department who have to run departments and plan, cost and budget during their business lives.
- First appointment managers on fast-track development programmes
- Managers who require a refresher programme on the topic or who would benefit from having an opportunity to consider new ideas and methods
- Anyone from non-financial disciplines who needs to evaluate proposed business expenditure decisions
- New members of the management team who need to know more about the budgeting process

Classroom-Based Duration and Cost:	
Classroom-Based Duration:	6 Days
Classroom-Based Cost:	£6,000.00 Per Delegate
Online (Video-Enhanced) Duration and Cost	
Online Duration:	12 Days – 3 Hours Per Day
Online Cost:	£4,020.00 Per Delegate

Classroom-Based Course and Programme Cost includes:

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

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


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

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

Strategic Planning, Business Planning and Budgeting for Organisational Effectiveness - Page 5 of 24

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.

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.**

Strategic Planning, Business Planning and Budgeting for Organisational Effectiveness Course

Leading to Diploma – Postgraduate – in Strategic Planning, Business Planning and Budgeting in Organisations and 36 Credit-Hours, Accumulating to a Postgraduate Certificate, with 144 Additional Credit-Hours, or a Postgraduate Diploma, with 324 Additional Credit-Hours

Course Objectives

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

Part 1 – Key Issues in Planning

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

- Demonstrate an exceptional ability in planning.
- Define planning
- Prepare a plan incorporating all the necessary requirements.
- Explain the concept of informal plan.

- Know the different purposes of planning.
- Classify plan.
- Identify the various contingency factors in planning to prepare their organisation for any unforeseen or unexpected circumstances.
- Know the characteristics of planning.
- Discuss in proper order the steps in planning.
- Establish the relationship between planning and organisational control.
- Discuss the various components of operation management.

Part 2 – Types of Plan

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

- Know the concept of, and prepare a tactical plan for their organisation.
- Draft a strategic plan for their organisation incorporating therein the key components.
- Discuss the underlying concepts of Strategic planning.
- Use the different strategic planning tools in preparing their organisation's strategic plan.
- Illustrate the strategic planning process.
- Undertake tests to check the quality of their organisation's strategic plan.
- Know the right period for doing strategic planning.
- Draft an operational or business plan for their organisation.
- Differentiate between standing and single-use plan.
- Determine the issues involved in operational plan.
- Distinguish between strategic planning and operational/business planning.
- Distinguish between strategic planning and tactical planning.

Part 3 – Planning Strategies, Cycle and Outline

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

- Adopt different strategies in drafting a plan.
- Explain and illustrate the planning cycle.
- Follow the steps in planning cycle.
- Realise the importance of setting objectives in the preparation of the plan.
- Draft a plan outline.

Part 4 – Overview of Budgeting

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

- Demonstrate an exceptional ability in budgeting.
- Realize how proper budgeting can help their management to keep in track with the financial transaction and to manage the finance of their organisation for its future growth and development by knowing the basic concept of budget and budgeting.
- Know the two primary functions of budgeting.
- Identify the benefits of proper budgeting towards the success of their organisation.
- Cite the classification of budgets and distinguish one from the other.
- Enumerate the different types of budget.
- Avoid common traps associated with budgeting.
- Develop ways to avoid damage caused by ineffective budgeting.
- Suggest ways on how to prevent budgeting overkill.
- Know the different strategies in making a good budget plan.
- Establish how proper budgeting and forecasting will lead in the preparation of a good plan.

- Ascertain the relationship between budgeting and management for the proper coordination of organisational activities.
- Prepare an efficient budget plan by knowing the principles and procedures for successful budgeting
- Specify the role of budgeting in the planning and communication process.
- Understand the nature and purpose of budgets for planning and control.
- Ascertain how budgetary control helps in monitoring revenue and expense levels in operating activities.
- Learn how variance analysis helps management to understand the present costs and how to control the future costs.
- Know how the different responsibility centres promote effective financial control.
- Report a budget segment internally and externally.

Part 5 – Different Approaches to Budgeting

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

- Distinguish between fixed and flexed budget.
- Know the principles of a rolling budget.
- Explain the underlying concept of zero-based budgeting and its advantages and disadvantages.
- Differentiate traditional-based budgeting and zero based budgeting.
- Give comments on the criticisms in zero-based budgeting.
- Determine how zero-based budgeting may assist in budgeting, planning and control
- Understand and explain the concept of Activity Based Budgeting (ABB).
- Appreciate the importance of ABB towards creating accurate forecast for the organisation.
- Enumerate the financial and organisational benefits of ABB.
- Establish the relationship of ABB to operational planning and portfolio management
- Prepare a master budget for their organisation.

- Explain the underlying concept of paradigm-based budgeting, process-based budgeting, priority-based budgeting and performance-based budgeting and differentiate one from the other.
- Develop ways for innovative budgeting in credit crunch and economic recession.

Part 6 – Nature and Behaviour of Cost and the Budget Preparation Process

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

- Analyse how cost behaviour influences forecasting and budget plan creation.
- Distinguish fixed, variable costs and mixed costs.
- Design an activity-based costing model in estimating the cost elements of the organisation's products or services.
- Know the different components of operating budget.
- Explain the concept of project and variable budget.
- Know the underlying concept of management by objectives.
- Prepare/Draft an operating budget plan for the continued operation of their organisation at current levels.
- Prepare/Draft a financial plan for the proper allocation of future income to various types of expenses.

Course Contents, Concepts and Issues

Part 1 – Key Issues in Planning

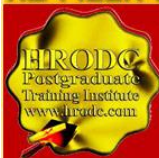
- Planning, Defined;
- Requirements of Planning;
- Planning Characteristics;
- Informal Plans;
- Purpose of Planning;
- Planning Misconceptions;
- Planning Variations;
- According to Breadth or Coverage;
- According to Time Frame;
- According to Specificity;
- According to Frequency;
- Planning Contingency;
- Steps in Planning;
- Planning and Organisational Control;
- Planning in Operations Management;
- Planning as the Link-Pin in Organisational Management;
- Organising;
- Directing;
- Co-ordinating;
- Controlling.

Part 2 – Types of Plan

- Pertinent Planning Concepts;
- Key Planning Components;
- Strategic Planning Process;
- Quality Tests for Strategic Plan;
- Timing Strategic Plans;

[Strategic Planning, Business Planning and Budgeting for Organisational Effectiveness - Page 11 of 24](#)

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.

- Operational Plan as Business Plan;
- Standing Plan;
- Single-use Plan;
- Operational Planning Issues: Perfecting the Business Plan;
- Operational, Production or Manufacturing Capabilities;
- Cash flow Forecast;
- Liquidity Ratio;
- Facilities;
- Inventory and Inventory Control;
- Material Requirements Planning (MRP) VS Just-In-Time (JIT) Operation;
- Distribution, 'Facilitation' and Relationship Management;
- Maintenance or Service – Order Fulfilment and Client or Customer Service;
- Strategic Planning vs. Operational/Business Planning;
- Strategic Planning vs. Tactical Planning;
- Strategic Planning Tools;
- SWOT Analysis;
- Balanced Scorecard;
- Scenario Planning;
- PESTEL Analysis.

Part 3 – Planning Strategies, Cycle and Outline

- Planning Strategies;
- Planning as a Cyclical and Continuous Process;
- Initiate;
- Identify Aim;
- Explore Options;
- Selection of Best Options;
- Details Planning;
- Plan Evaluation;
- Implementation;
- Closure;
- Feedback;

- Objectives Setting: The Foundation of Planning;
- Real vs. Stated Objectives;
- Traditional Objective Setting;
- Means-Ends Chain;
- The Plan Outline:
 - Setting goals & objectives;
 - Determining steps to achieve goals;
 - Setting start & completion dates;
 - Assigning responsibility;

Part 4 – Overview of Budgeting

- The Basic Concept of Budget and Budgeting;
- Two Primary Functions of Budgeting;
- Benefits of Budgeting;
- Classification of Budgets;
- Different Types of Budget;
- Methods in Assessing the Project;
- Typical Budgeting Traps;
- Damage from budgeting and how to avoid it;
- Budgeting Overkill;
- Budget and Strategy;
- Budgeting and Forecasting;
- Budgeting and Management;
- Principles and Procedures for Successful Budgeting;
- Budget Construction and Control;
- Budgeting as part of planning process and as a communication process;
- Nature and purpose of budgets for planning and control;
- Budgetary control and variance analysis;
- Responsibility Centres:
- Revenue Centres;

- Expense or Cost Centres;
- Profit Centres;
- Investment Centres;
- Segment reporting internally and externally.

Part 5 – Different Approaches to Budgeting

- Fixed and Flexed Budget (static and flexible budget);
- Rolling Budget;
- Zero-based Budgeting;
- Concept;
- Traditional-based Budgeting vs. Zero Based Budgeting;
- Criticisms;
- How Zero-based Budgeting May Assist in Budgeting, Planning and Control?;
- Activity Based Budgeting (ABB);
- Concepts;
- Importance;
- Financial Benefits;
- Organisational Benefits;
- Relationship to Operational Planning;
- Relationship to Portfolio Management;
- Master Budget;
- Paradigm-based Budgeting;
- Process-based Budgeting;
- Priority-based Budgeting;
- Performance-based Budgeting;
- Innovative Budgeting in Credit Crunch and Economic Recession;
- Policy, Planning and Budgeting System (PPBS);
- Zero-Base Budgeting.

Part 6 – Nature and Behaviour of Cost and the Budget Preparation Process

- Cost Behaviour;
- Fixed Costs;
- Variable Costs;
- Activity-based Costing;
- Operating Budget;
- Project Budget;
- Flexible (Variable Budget);
- Management by Objectives;
- The Preparation of Operating and Financial Budget;
- Organization for Budget Preparation;
- Budget Timetable;
- Setting Planning Guidelines;
- Preparing the Sales Budget;
- Initial Preparation of Other Budget Components;
- Negotiation;
- Coordination and Review;
- Final Approval and Distribution;
- Revisions.

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.

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.



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

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

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

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

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

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

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

Admission and Enrolment Procedure

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

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

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

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

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

Introducing Our Video-Enhanced Online Study Mode

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

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

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

- The tutor meets the group and presents the course, via Video, in a similar way to its classroom-based counterpart;
- All participants are able to see, and interact with, each other, and with the tutor;
- They watch and discuss the various video cases and demonstrations that form an integral part of our delivery methodology;
- Their assessment is structured in the same way as it is done in a classroom setting;
- The Video-Enhanced Online mode of training usually starts on the 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 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

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.



Strategic Planning, Business Planning and Budgeting for Organisational Effectiveness, Leading to Diploma Postgraduate - in Strategic Planning, Business Planning and Budgeting in Organisations, and 36 Credit-Hours, Accumulating to A Postgraduate Certificate, with 144 Additional Credit-Hours, a Postgraduate Diploma, with - 324 Additional Credit-Hours

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
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

Strategic Planning, Business Planning and Budgeting for Organisational Effectiveness - Page 21 of 24

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.



at least seventy percent (70%) of his or her courses in a specialist grouping. These are exemplified below:


1. **Postgraduate Diploma in Accounting and Finance;**
2. **Postgraduate Certificate in Accounting and Finance;**
3. **Postgraduate Certificate in Aviation Management;**
4. **Postgraduate Diploma in Aviation Management;**
5. **Postgraduate Certificate in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
6. **Postgraduate Diploma in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
7. **Postgraduate Certificate in Business Communication;**
8. **Postgraduate Diploma in Business Communication;**
9. **Postgraduate Certificate in Corporate Governance;**
10. **Postgraduate Diploma in Corporate Governance;**
11. **Postgraduate Certificate in Costing and Budgeting;**
12. **Postgraduate Diploma in Costing and Budgeting;**
13. **Postgraduate Certificate in Client or Customer Relations;**
14. **Postgraduate Diploma in Client or Customer Relations;**
15. **Postgraduate Certificate in Engineering and Technical Skills;**
16. **Postgraduate Diploma in Engineering and Technical Skills;**
17. **Postgraduate Certificate in Events Management;**
18. **Postgraduate Diploma in Events Management;**
19. **Postgraduate Certificate in Health and Safety Management;**
20. **Postgraduate Diploma in Health and Safety Management;**
21. **Postgraduate Certificate in Health Care Management;**
22. **Postgraduate Diploma in Health Care Management;**
23. **Postgraduate Certificate in Human Resource Development;**
24. **Postgraduate Diploma in Human Resource Development;**
25. **Postgraduate Certificate in Human Resource Management;**
26. **Postgraduate Diploma in Human Resource Management;**

- 27. Postgraduate Certificate in Information and Communications Technology (ICT);**
- 28. Postgraduate Diploma in Information and Communications Technology (ICT);**
- 29. Postgraduate Certificate in Leadership Skills;**
- 30. Postgraduate Diploma in Leadership Skills;**
- 31. Postgraduate Certificate in Law – International and National;**
- 32. Postgraduate Diploma in Law – International and National;**
- 33. Postgraduate Certificate in Logistics and Supply Chain Management;**
- 34. Postgraduate Diploma in Logistics and Supply Chain Management;**
- 35. Postgraduate Certificate in Management Skills;**
- 36. Postgraduate Diploma in Management Skills;**
- 37. Postgraduate Certificate in Maritime Studies;**
- 38. Postgraduate Diploma in Maritime Studies;**
- 39. Postgraduate Certificate in Oil and Gas Operation;**
- 40. Postgraduate Diploma in Oil and Gas Operation;**
- 41. Postgraduate Certificate in Oil and Gas Accounting;**
- 42. Postgraduate Diploma in Oil and Gas Accounting;**
- 43. Postgraduate Certificate in Politics and Economic Development;**
- 44. Postgraduate Diploma in Politics and Economic Development;**
- 45. Postgraduate Certificate in Procurement Management;**
- 46. Postgraduate Diploma in Procurement Management;**
- 47. Postgraduate Certificate in Project Management;**
- 48. Postgraduate Diploma in Project Management;**
- 49. Postgraduate Certificate in Public Administration;**
- 50. Postgraduate Diploma in Public Administration;**
- 51. Postgraduate Certificate in Quality Management;**
- 52. Postgraduate Diploma in Quality Management;**
- 53. Postgraduate Certificate in Real Estate Management;**
- 54. Postgraduate Diploma in Real Estate Management;**

HRODC Postgraduate Training Institute
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.



55. Postgraduate Certificate n 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

[Click, or copy and paste the URL, below, into your Web Browser, to view our Service Contract, incorporating Terms and Conditions.](#)

https://www.hrodc.com/Service_Contract_Terms_and_Conditions_Service_Details_Delivery_Point_Period_Cancellations_Extinuating_Circumstances_Payment_Protocol_Location.htm

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