

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#247

**Procurement and Purchasing Management:
Salient Processes Involving Strategy,
Project, Logistics, Risk, Contract, Quality,
Lead-Time, Supplier Relationship
Management and Leadership**

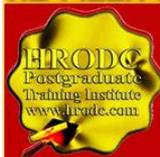
Programme

Leading To:

POSTGRADUATE DIPLOMA IN

Procurement and Purchasing Management

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



Prof. Dr. Ronald B. Crawford - Director

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



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Websites:
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[postgraduateshortcourses.com/](https://www.postgraduateshortcourses.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;



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

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

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

His responsibilities in these roles included:

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

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For Whom This Course is Designed

This Programme is Designed For:

- Accountants;
- Anybody interested in learning about leadership and high performance team management;
- Auditors;
- Board of Directors;
- Budget Officers;
- Business Owners;
- Central Bank Managers;
- Commissioners
- Corporate Executives;
- Corporate Managers;
- Cost and management accountant;
- Currency Derivatives Specialists;
- Development Agencies;
- Directors;
- Economic Advisors;
- Economic Agencies;
- Executive Directors;
- Financial Advisors;
- Financial and Budget Controllers;
- Financial Consultants;
- Financial Consultants;
- Financial Managers;
- Financial planners and cost analysts;
- Financial Planners;
- Financial Regulators;
- Fund Holders;
- Industry and Commerce Ministerial Representatives;
- Inspectors;
- International Associations;

- International Fund Managers;
- International Monetary Fund Officials;
- Investment Managers;
- Junior Managers;
- Line Leaders;
- Management Accountants;
- Management Development Directors;
- Management Lecturers;
- Managers:
- Middle Managers;
- OD Practitioners;
- Organisation Leaders;
- Performance Consultants;
- Procurement Officers;
- Product Engineers;
- Production Managers;
- Production Operators;
- Production Supervisors;
- Project Leaders;
- Project Managers;
- Project Managers and Team Members;
- Purchasing and Procurement Professionals;
- Quality Managers;
- Regeneration Officials;
- Regional Associations;
- Revenue Managers;
- Securities Specialists;
- Senior Managers;
- Senior managers who supervise people with financial responsibilities;
- Senior Managers;
- Supervisors;
- Team Leaders;
- Those with responsibility for implementing quality management systems;

- Training Directors;
- Value Analysts;
- Value Engineers;
- Venture Capitalists
- World Bank Officials;
- Individuals with a genuine interest in Issues associated with Procurement and Purchasing Management.

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:

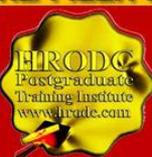
- Free Continuous snacks throughout the Event Days;
- Free Hot Lunch on Event Days;
- Free City Tour;
- Free Stationery;
- Free On-site Internet Access;
- Postgraduate Diploma/ Diploma – Postgraduate –or
- Certificate of Attendance and Participation – if unsuccessful on resit.

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;**

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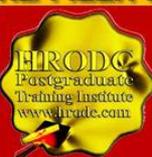
- **Our Branded 8-16 GB USB Flash Memory Drive, with Course Material;**
- **Our Branded Metal Pen;**
- **Our Branded Polo Shirt.;**
- **Our Branded Carrier Bag.**

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.**

Procurement and Purchasing Management: Salient Processes Involving Strategy, Project, Logistics, Risk, Contract, Lead-Time, Supplier Relationship Management and Leadership Leading to Postgraduate Diploma in Procurement and Purchasing Management				
Module Number	Pre-existing Course #	Module Title	Page #	Credit Value
1		Effective Purchasing Operation	20	Single
2		Purchasing Scope and Development, Purchasing, Supply Chain, Inventory, Lead-Time, Pricing and Sourcing Management	21	Single
3		Strategic Management and Strategic Procurement and Purchasing Management	23	Double
4		Forecasting, Demand Planning, Supply Chain Relationship, Inventory, Logistics, Service and E-Procurement Management	24	Single


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5		Contract Management and Administration in Procurement and Purchasing: The Legal Parameter	27	Double
6		Advanced Project Management For Effective Procurement and Purchasing Management	30	Single
7	25	Modern Quality Systems	31	Single
8	115.M9	Financial Risk Management For Procurement and Purchasing Management	34	Single
9		Accounting for Spoilage, Rework and Scrap with Balanced Scorecard	36	Single
10	30	Executive Leadership and HighPerformance Team Management	38	Single

Procurement and Purchasing Management: Salient Processes Involving Strategy, Project, Logistics, Risk, Contract, Lead-Time, Supplier Relationship Management and Leadership, Programme

Leading to Postgraduate a Postgraduate Diploma in Procurement and Purchasing Management

Programme Objectives

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

- Address key issues associated with meeting management;
- Analyse the basic questions in 'best practice' benchmarking;
- Analyse the characteristics of a skilled negotiator
- Analyse the role of the retail buyer and their involvement with the supply chain;
- Analyse the ways in which major contracts might be priced
- Apply scoping strategy to a sustainability setting;

- Apply the 'equity' theory to work situation from a 'differentiation perspective', rather than an 'equality perspective'.
- Apply the concept of equifinality in organisational control;
- Apply the most appropriate project management methodology to both real and hypothetical settings;
- Apply tracking timing and costs, contingencies to project management;
- Appreciate leasing and hiring as a means of employing capital goods;
- Appreciate that modern futures markets trade only in titles or rights to commodities rather than actual goods;
- Appreciate the importance of 'performance' specifications and how dealing with them can be simplified by tabulation;
- Appreciate the importance of organisations such as the Ethical Trading Initiative, Fairtrade and the International Labour Organization;
- Appreciate the importance of procurement within project control;
- Appreciate the importance of purchasing within the organisation's structure;
- Appreciate the issues involved in subcontracting;
- Appreciate the value of brand names and how they compete with 'own brand' labels and generics;
- Appreciate why it is necessary or preferable to source internationally;
- Ascertain the importance of considering counterparty risk in evaluating contracts;
- Assess the differences between buying services as opposed to tangibles;
- Assess the various methods of investment appraisal;
- Be knowledgeable about mean and statistical mean;
- Calculate risk in financial exposure;
- Calculate statistics from actual data;
- Cite some risk within the financial institutions;
- Cite some strategies to manage transaction exposure;
- Comment on the benefits of standardisation;
- Comment on the economics of quality;
- Compare 'price analysis' with 'cost analysis'
- Conduct a risk assessment;
- Conduct both pre-feasibility and feasibility studies;
- Consider differing perceptions of 'lead time'

- Consider provisioning systems for stock and production purposes;
- Consider the adoption of relationships based on mutual benefits as an alternative to the traditional transactional, adversarial approach;
- Consider the benefits of measuring performance;
- Consider the central role of contract management in the virtual organisation;
- Consider the fact that total quality management requires the involvement of all suppliers and subcontractors, ideally at an early stage, and to outline the concept of concurrent engineering;
- Consider the inclusion of liquidated damages, penalty and force majeure clauses in a contract;
- Consider the mechanisms of contract management;
- Consider the placing of purchasing in various types of organisation;
- Consider the problems associated with international sourcing;
- Consider the risks of speculation and measures undertaken to reduce them;
- Consider the role of procurement as the intelligent customer;
- Consider the Social Accountability Standards;
- Consider the various types of contract for major projects such as Wembley football stadium and the Terminal 5 Building at Heathrow Airport;
- Consider various procurement techniques;
- Suggest the role played by quality management is creating a positive organisational image;
- Critically appraise existing motivation strategy within their project settings, identifying and addressing gaps;
- Deconstruct team management in a problem solving setting;
- Defend service level agreements;
- Define all the aspects involved in merchandising;
- Define derivatives;
- Define international and global sourcing;
- Demonstrate a positive perception of the value of a learning organisation to co-operate effectiveness;
- Demonstrate an understanding of how procurement might add value to project management;

- Demonstrate an understanding of the concept of motives and their value in organisational and subsystem effectiveness;
- Demonstrate an understanding of the importance of inter-personal skills in the continuing performance of autonomous work teams;
- Demonstrate an understanding of the operational constraints of popular quality systems;
- Demonstrate an understanding of the relationship between high performance teams and 'Risky Shift';
- Demonstrate and understanding of the place of equity in the functioning of high productivity teams;
- Demonstrate how a continuous improvement strategy might be designed and implemented;
- Demonstrate how popular motivation theories have contributed to our understanding of worker behaviour;
- Demonstrate how to use PESTEL in risk management;
- Demonstrate the 'price of indifference';
- Demonstrate the ability to place equity in the context of organisational reward;
- Demonstrate the quality benefits of JIT vs. MRP;
- Demonstrate their ability to circumvent problems posed by Single Sourcing;
- Demonstrate their ability to formulate a comprehensive motivation strategy;
- Demonstrate their ability to Identify areas for quality improvement;
- Demonstrate their ability to Implement and Monitoring TQM;
- Demonstrate their ability to Quality Benchmark;
- Demonstrate their ability to translate motivation theory into practice;
- Demonstrate their ability to use quality as the basis for conducting a strategic operational review;
- Demonstrate their appreciation for consumer and client demand for quality;
- Demonstrate their appreciation of the need for a variance in intrinsic and extrinsic values if motivation;
- Demonstrate their awareness of consumers' increasing quality consciousness;
- Demonstrate their understand the significance of statistics;
- Demonstrate their understanding of 'Modern Control Systems';
- Demonstrate their understanding of at least 2 approaches to leadership;

- Demonstrate their understanding of the concept of project management;
- Demonstrate their understanding of the fundamental differences between JIT and MRP;
- Demonstrate their understanding of the High and Low LPC Leaders' degree of behavioral control over their subordinates, respectively;
- Demonstrate their understanding of the relationship between fielder's situational model & McGregor's Theory 'X' & Theory 'Y' leadership styles;
- Demonstrate their understanding of the role OF Research and Development for Quality Improvement;
- Demonstrate their understanding of the role of the British Standard Institution (BSI) as an International Quality Assessment Body;
- Demonstrate your understanding of the social and psychological relevance of the stages of formation of a group;
- Describe asset behaviour and pricing implication;
- Describe financial risk in the organisational setting;
- Describe the legal and political risk environment;
- Design a strategy for the initiation development launching empowerment and support of high performance teams in their organizations;
- 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 management information systems support organisational control;
- Determine how to manage currency risk;
- Determine the cybernetic value of computerised information system in general organisational functioning and specifically management control system;
- Determine the importance of training and development in the 'culturing' of high performance teams;
- Determine the place of mutual adjustment, as a co-ordinating mechanism within specific organisational settings – determined by their sizes and stages of development, and work process;
- Determine the situation in which liquidity risk arises;
- Determine why settlement risk has been historically a particular problem in the foreign exchange markets;

- Develop an appreciation of MRP, MRP2, DRP and ERP systems;
- Devise a viable sourcing strategy, relevant to a particular project setting;
- Differentiate between selector, buyer and merchandiser;
- Discuss 'just-in-time' and related philosophies;
- Discuss about future's market risk;
- Discuss about sensitivity analysis as risk management;
- Discuss purchasing and supply as a service activity;
- Discuss statistical process control (SPC) and off-line control;
- Discuss the advantages and disadvantages of different procurement policies;
- Discuss the changing role of purchasing and supply;
- Discuss the concept of lifetime cost;
- Discuss the concept of outsourcing;
- Discuss the positive effect of high performance teams to the enhancement of 'Organisational Learning' and 'Learning Organisation';
- Discuss the scope of purchasing;
- Discuss the usefulness and limitations of forecasting in the supply context;
- Discuss Value analysis (VA) and Value engineering (VE);
- Distinguish between groups and mere aggregations;
- Distinguish between strategic, tactical and operational quality objectives;
- Distinguish between task forces, committees, command groups and boards;
- Distinguish between the concepts of 'leader' and 'managerial leader';
- Distinguish between the different sets of motivation theories, notably content, process and reinforcement;
- Emphasize the importance of responsiveness to customer needs;
- Ensure that project agreements are legally 'water-tight';
- Enumerate some sources of operating risk;
- Enumerate the different kinds of banking risk and explain each;
- Establish a 'quality-throughput accounting balance';
- Establish quality objectives;
- Establish the difference in 'push' and 'pull' between Just-In-Time (JIT) System and Material Requirement Planning (MRP);
- Establish the link between financial risk and the market dynamics;
- Establish the link between risk and equity market;

- Establish the primary role of technology in risk management;
- Evaluate reporting systems and the information that should be included;
- Evaluate the appropriateness of the application of particular theoretical aspects of motivation to specific situations;
- Evaluate the benefits and added value aspects of e-procurement;
- Evaluate the different short-term and long-term price stabilisation techniques;
- Evaluate the impact of a haphazard management accounting system on the overall organisational control mechanism;
- Evaluate the standards proposed by internationally acclaimed quality protagonists;
- Examine approaches to the measurement of performance efficiency in procurement in relation to its stage of evolution;
- Examine positive and negative reasons for holding stock and approaches to reducing inventories
- Examine the 'relationships spectrum', and the move towards more mutuality in appropriate buyer/seller relationships;
- Examine the 'total acquisition cost' concept;
- Examine the different approaches to producing a specification and the role of value analysis, including the idea of early supplier involvement;
- Examine the factors influencing pricing decisions;
- Examine the issues of compliance and business drivers for CSR;
- Examine the issues of how decentralised v. Centralised departmental organisations and support services affect the structure of the purchasing team;
- Examine the issues of project planning;
- Examine various best practice structures and how these impact on the procurement activity;
- Examine various success factors and how these impact on the procurement activity
- Exhibit an understanding of the fundamental principles of Total Quality Management (TQM);
- Exhibit an understanding of the role of communication for quality improvement
- Exhibit an understanding of the role of Quality Systems in:
- Exhibit their ability to establish quality assurance from quality objectives;
- Exhibit their ability to initiate and institutionalise incremental quality improvement;
- Exhibit their ability to plan, establishing & monitor Quality Systems;

- Exhibit their understanding of the fundamental tenets of Total Quality Management (TQM);
- Exhibit Their understanding of the Sourcing strategies, which are necessarily employed in JIT and MRP;
- Explain 'Person' or 'Consideration Oriented' leaders and their relationship with employee satisfaction and subsequent staff turnover level Point to specific empirical research supporting the relationship between participative leadership behaviour and organisational effectiveness.
- Explain contract price adjustment clauses;
- Explain countertrade as a form of barter;
- Explain how purchasing might develop from an independent function to an integrated activity;
- Explain late customisation as a provisioning policy;
- Explain probability and normal distribution;
- Explain the concept of Chi-Squared Distribution;
- Explain the concept of strategic management;
- Explain the effect of the 'learning curve' on the cost of production.
- Explain the EOQ concept;
- Explain the import conversion export process ;
- Explain the importance of lead time variability;
- Explain the motivation behind the excellence of high performance teams;
- Explain the need for expediting, how it is prioritised and organised and how it can be reduced;
- Explain the relationship between the 'goal-path model' of leadership & the expectancy theory of motivation;
- Explain the underlying principle of financial risk management;
- Explain the use of incentive clauses in relation to price and cost;
- Facilitate a 'scoping study';
- Find out how statistical analysis is used as a risk management instrument;
- Find out how the interest rate derivatives market are managed;
- Give the general definition of risk;
- Have demonstrated an understanding of mind mapping and fish bone method;
- Highlight and internalise crucial project planning issues;

- Highlight potential barriers to the successful adoption of e-procurement;
- Highlight some of the applications of e-procurement;
- Highlight the basics of a best practice approach to outsourcing, including outsourcing methodologies;
- Highlight the evolution of concepts relating to purchasing development;
- Highlight the growth in international sourcing;
- Highlight the main features of relevant EU directives;
- Identify key practices encountered in developed strategic purchasing;
- Identify methods of stock control and their application;
- Identify procurement's contribution to the acquisition of capital equipment;
- Identify some financial methods of measuring risk;
- Identify the activities carried out during the different stages of negotiation;
- Identify the different soft and hard commodities and their impact on the material costs of producers incorporating them;
- Identify the internal and external influences which have affected the evolution of purchasing;
- Identify the purchasing cycle concept;
- Identify various forms of purchasing strategy aimed at gaining competitive advantage and to examine influences on strategic choice;
- Identify what drives make-or-buy decisions;
- Illustrate how just-in-time system works in practice;
- Illustrate how the contingency approach to motivation might be applied to different situations;
- Illustrate how the issue of added-value might be instilled by high performance teams;
- Illustrate how their organisations can benefit from high performance teams;
- Illustrate the channels of economic exposure;
- Illustrate the importance of members' understanding of team dynamics for effecting their team building and maintenance roles;
- Illustrate the models towards understanding risk;
- Illustrate the perceptual value of quality assurance;
- Illustrate the pertinent issues associated with project sustainability;

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- Illustrate the role of the internal and external Organisational Development Consultant (OD) in supporting the development maintenance and crisis management of high performance teams;
- Illustrate the value of high performance teams in enhancing organisational development;
- Indicate some features of relevant legislation;
- Indicate the effects of risk in the economy;
- Indicate the function of communication as a medium of the transmission of values and role relationships in autonomous work teams;
- Indicate the move away from quality control (inspection techniques) towards quality assurance (prevention of defective work);
- Indicate the part that training and development play in worker motivation;
- Indicate the quality issues involved in JIT and MRP;
- Indicate when managerial control should be relaxed, to facilitate organisational development, quality improvement and continuous professional development;
- Indicate when translation exposure occurs;
- Introduce network analysis and Gantt Charts;
- Introduce the concept of body language and how it can be interpreted;
- Introduce the concept of e-procurement;
- Introduce the concept of failure mode and effect analysis
- Introduce the standards BS EN ISO 9000 on quality assurance;
- Involve procurement from the earliest stage of identifying a need through the process of supplier selection, commercial input into contract clauses and appraisal of after-sales service;
- Exhibit a knowledge of how financial exposure risk are managed;
- Exhibit a knowledge of how financial risks are quantified;
- Exhibit a knowledge of the reason for the existence of foreign currency market;
- Exhibit a knowledge of 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 how to interpret statistical data;
- Learn how to manage risk with forward contracts;

- Learn how to manage risk with SWAPS;
- Learn to identify and measure currency risk;
- List the different stages of operational control;
- Locate performance related pay, productivity bonuses and other remuneration inducement within existing motivation theory;
- Outline a range of approaches to the procurement of services such as advertising, marketing, PR and legal services;
- Outline best practice implementation of e-procurement;
- Outline network analysis;
- Outline relevant legislation;
- Outline the component parts of lead times;
- Outline the differences between the procurement of capital and non-capital goods;
- Outline the key features of projects;
- Outline the pitfalls of outsourcing;
- Outline the role of the European Union;
- Outline the stages of international sourcing development;
- Outline the use of service level agreements (SLAs);
- Pinpoint expected results;
- Plot the relationship between managers with high & low least preferred co-worker (LPC), characteristics, respectively;
- Portray a heightened understanding of project development;
- Project a heightened awareness of the need to develop an excellent working relationship with suppliers and sub-contractors.
- Provide a briefing on 'Incoterms';
- Provide at least three alternative phrases for the concept of high performance teams;
- Provide mini-case studies demonstrating how companies are developing their purchasing functions;
- Recommend a project control system that may be applied to a given scenario;
- Relate objectives to specific actions, whenever necessary;
- Relate procurement performance to the stage of development;
- Relate the role of risk management;
- Set quality objectives in relation to other organisational objectives;

- Shifts' and the measures that might be implemented to avert the negative consequence that is likely to ensue;
- Show how to insure against fluctuating prices by placing call and put options;
- Specify risks that are associated with socio-cultural change;
- Specify some qualitative approaches to financial risk assessment;
- Specify what are involved in managing fraud risk;
- Specify when goals are expected to be achieved;
- State quality objectives as precisely as possible;
- Suggest how effective conflict management might enhance the lifespan of high productivity teams;
- Suggest how informal groups might be empowered to enhance organisational effectiveness;
- Suggest problems with equalities or traits approaches;
- Suggest the attributes of a good supplier;
- Suggest the difference in interpretation of groups and teams;
- Suggest the most appropriate operational stage that is supportive of the continuance of high productivity in high performance teams;
- To explain the growth in the strategic role of procurement, purchasing and supply;
- Understand how to manage equity risk;
- Understand negotiating as a 'mutuality of wants, resolved by exchange';
- Understand retailing research and the different methods of collecting data;
- Understand the concept of corporate social responsibility and how it relates to the organisation as a whole;
- Understand the concept of efficient consumer response;
- Use case examples to illustrate the need for culturing the appropriate leadership styles and strategies that are conducive to the sustainability of high performance teams in their organizations;
- Use quality as a basis for conducting an internal and external environmental analysis;
- View how negotiating technique is influenced by long-term interests;
- View project structure as the system of relationship that persists.

Programme Contents, Concepts and Issues

Module 1 Effective Purchasing Operation

- Purchasing: A Working Definition;
- Addressing Salient Issues in Purchasing;
- Relationship Between Purchasing and Supply Chain Management;
Common Purchasing Procedures;
- Effective Purchasing Operational Procedures;
- Ordering Products;
- Making Pricing Decisions;
- Selecting Vendors/ Suppliers;
- Purchasing Best Practices;
- Improving Purchasing Efficiency;
- Enhancing Purchasing Effectiveness;
- Pre-Payment or Post-Delivery Payment;
- Creating and Issuing Purchase Orders;
- Generating Goods Received Inward Note (GRIN);
- Purchasing in the Futures Market;
- Measuring Purchasing Efficiency and Effectiveness;
- Can Key Performance Indicators (KPI) Be Applied to Purchasing?;
- Can Ethics Be Applied to Purchasing?;
- Purchaser-Vendor Vendor/Supplier Relationship;
- After Purchase Relationship;
- Executing Public Sector Purchasing;
- Purchasing and Lifecycle Costing;
- Purchasing Quality Checks and Monitoring;
- Purchasing and the Importance of Supplier/Vendor Development.

Module 2

Purchasing Scope and Development, and Purchasing, Supply Chain, Inventory, Lead-Time, Pricing and Sourcing Management

M2. Part 1: Purchasing Scope and Development

- The Changing Role of Purchasing and Supply;
- Proactive Purchasing;
- Procurement Positioning;
- Total Acquisition Cost and Total Cost Ownership;
- Non-Manufacturing Organisations;
- Purchasing Development;
- Best Practices in Strategic Supply Management.

M2. Part 2: Purchasing and Supply Chain Management

- The Supply Chain Concept;
- Objectives for Purchasing;
- Effective Supply and Market Strategy;
- Purchasing and Supply in the Different Types of Organization;
- Organisation Supply Chain Activities;
- The Location of Purchasing Within the Organisational Structure;
- Purchasing Centralisation or Decentralisation;
- Outsourcing;
- Outsourcing Methodologies;
- Outsourcing –Pitfalls;
- How to Avoid Pitfalls.

M2. Part 3: Inventory Management

- Provisioning Systems;
- Order Quantities and Stock Control;
- Order Quantities for Production;
- Manufacturing Resource Planning (MRP2);
- Distribution Resource Planning (DRP);
- Enterprise Resource Planning (ERP);
- Vendor Managed Inventory (VMI);
- Overcoming Late Customisation Problems.

M2. Part 4: Lead Time and Time Compression Management

- Time and Competitive Advantage;
- On-Time Delivery;
- Expediting;
- Liquidated Damages.

M2. Part 5: Sourcing Management

- The Nature of the Sourcing Decision;
- Attributes of a Good Supplier;
- Different Types of Sourcing;
- The Sourcing Process;
- Source Location;
- Sources of Information on Potential Suppliers;
- Supplier Evaluation;
- Other Aspects of Outsourcing;
- Partnering;
- 'Tiering' of Suppliers

M2. Part 6: Price Management

- Factors Affecting Pricing Decisions;
- How Buyers Obtain Prices;
- Auctions;
- Price Analysis and Cost Analysis;
- Pricing Major Contracts;
- Investment Appraisal;
- Learning Curves and Experience Curve.

Module 3 Strategic Management and Strategic Procurement and Purchasing Management (Double Credit)

- The Concept of Strategy;
- Strategies and Their Scope;
- Strategic Levels and Their Translation Into Action;
- Focusing on Corporate Strategy;
- Strategic Management;
- Strategic Analysis;
- Strategic Planning Procedures;
- Deciding on Strategic Direction: Making Important Strategic Choices;
- Strategic Development;
- Strategic Implementation;
- Strategic Development of Procurement and Purchasing;
- Formulating, Implementing and Monitoring Procurement Strategy;
- Formulating and Employing Purchasing Strategy;
- Negotiating With Suppliers and Vendors from a Strategic Standpoint;
- Strategic Management of Quality;
- Strategic Management of Procurement and Purchasing;
- Strategic Management of Costs and Added Value;
- Strategic Management of Supplier Relationships;

- Establishing a Strategic Sourcing Strategy;
- Sourcing Strategies and Relationships;
- Strategic Procurement Issues and Procedural Blockages;
- The Mission Statement;
- Category Management;
- Understanding the Strategic Nature of E-Procurement;
- Strategic Nature of E-Procurement.
- Strategic Focus of the E-Procurement Initiative;
- Strategy and Strategic Procurement;
- Strategic Purchasing and Supply Chain Management;
- Physical vs Electronic Operation
- Integrate E-Procurement Project with E-Business Strategy;
- From Corporate Strategy to Purchasing and Supply Chain Management Strategy; Strategy and Strategic Procurement.

Module 4

Forecasting, Demand Planning, Supply Chain Relationship, Inventory, Logistics, Service and E-Procurement Management

M4. Part 1: Forecasting and Demand Planning

- Forecasting: A Contextual Definition:
 - The Use of Plans in Forecasting;
 - Forecasting and it's Positive Organisational Impact;
 - Impact on Supply Chain On Forecasting Accuracy and Effectiveness.
- The Forecasting Process:
 - Principles of Forecasting;
 - Steps in the Forecasting Process.
- Forecasting Methods:
 - Qualitative Forecasting Methods;
 - Quantitative Forecasting Methods.
- Measuring Forecasting Accuracy;

- Collaborative Forecasting and Demand Planning.

M4. Part 2: Supply Chain Relationship Management

- Supply Chain Relationships:
 - Importance of Supply Chain Relationships;
 - Relationship Dimensions;
 - Supply Chain Relationship Matrix.
- The Role of Trust in Purchaser-Supplier Relationship:
 - Trust-Based Versus Power-Based Relationships.
- Managing Conflict and Dispute Resolution;
- Negotiation Concepts, Styles and Tactics;
- Relationship Management in Practice.

M4. Part 3: Logistics

- What Is Logistics?:
 - The Logistics Function;
 - Evolution of Logistics;
 - Impact on the Organization;
 - Impact of Supply Chain on Logistics.
- Logistics Tasks:
 - Transportation;
 - Storage;
 - Material Handling;
 - Packaging;
 - Inventory Control;
 - Facility Location.
- Transportation:
 - Truck;
 - Water;
 - Air;

- Rail.
- Warehousing;
- Third-Party Logistics (3PL) Providers.

M4. Part 5: Inventory Management

- Understanding Inventory Management:
 - What is Inventory?;
 - Reasons for Carrying Inventory;
 - Types of Inventory;
 - Inventory Costs.
- Inventory Systems:
 - Fixed-Order Quantity System;
 - Fixed-Time Period System;
 - Comparing Fixed-Order Quantity vs. Fixed-Time Period Systems.
- Independent vs. Dependent Demand;
- Managing Supply Chain Inventory.

M4. Part 6: E-Procurement

- What Is E-Procurement?;
- The Benefits of E-Procurement;
- Advances in Electronic Procurement (E-Procurement);
- Finding E-Markets;
- Single-Sourcing in E-markets;
- E-Markets and Procurement Specialists;
- Evaluating the Benefits and Problems of Electronic Procurement (E-Procurement);
- Verification of E-Suppliers and E-Vendors;
- E-Procurement by Competitive Tendering;
- Electronic OEM Sourcing;

- Safeguards in International E-Procurements;
- Relationship Management in E-Procurement;
- Importance Vendor Development in E-Procurement;
- Effecting Vendor Development in E-Procurement;
- E-Procurement and Escrow Payment Service.
- Electronic Auctions (E-Auctions)
- The Electronic Commerce (EC Directive) Regulations.

M4. Part 7: Service Procurement

- The Product VS Service Debate;
- Procuring Public Relations (PR);
- Procuring Legal Services;
- Effect of European Union Public Contracts Directive;
- Management in Service Provision.

Module 5 Contract Management and Administration: The Legal Parameter (Double Credit)

M5. Part 1: Legal-Conceptual and Contextual Issues of Contracts

- What Constitutes a Contract;
- The Evolution and Definition of The Modern Contract;
- Contents of a Contract;
- The Unwritten Contract;
- Written Contract;
- Psychological Contract;
- Legal Reference Points For Purchasing and Supply;
- The Law Relating To The Supply of Goods and Services;
- Implied Conditions In The Sale of Goods;
- Consumer Protection Acts;
- Criminal Liability for False Statements;

- Legal Metrology and Procurement and Purchasing;
- Purchasing and Intellectual Property Law;
- Purchasing and Design Act Rights: International Convention;
- The Competition Law;
- Conveyancing and the Purchase of Surface or Mineral Rights: An Introduction:
 - Title As Evidence of Property Ownership
 - Conveyancing As the Transference of Legal Ownership
 - Property Ownership
 - Joint Tenancy
 - Tenancy in Common
 - Legal Bases of Inheritance
 - Charge As a Basis for Assigning Property in Joint Tenancy
 - Property Value Determination;
 - Commercial Property Valuation
 - Local Searches and Local Regulations
 - National Property Registry
 - Title Registration
 - Property 'Charge' As a Declaration of Interest
 - Primary and Secondary Charges;
 - Lease-Hold and Free-Hold Properties: Advantages and Disadvantages To Purchasers;
 - Conveyancing Practices: An International Perspective.
- International Electronic Conveyancing (E-Conveyancing) Initiatives
- Conveyancing and the Planning Laws: Avoiding Pitfalls
- The Property Auction: Safeguards for Buying and Selling Under-The-Hammer
- Vacant Property Sale: Pointers for Sellers and Buyers
- Health and Safety of Goods and Services Purchased: The Law Relating to Suppliers and Vendors.

M5. Part 2: Contract Formulation

- Positive Factors of Contract Formulation;
- Negative Aspects of Contract Formulation;
- Initiation of a Legal Relations;
- The Formation of a Contract;
- Contract Terms;
- Exclusion Clauses;
- Express and Implied Terms of Contract;
- The Rights and Liabilities of Third Parties To The Contract;
- Assignment of Contractual Rights;
- Contracts and Third Parties.

M5. Part 3: Contract Negotiation, Agreement and Life

- Agreement and Offer;
- Offer Acceptance;
- Cessation of The Offer;
- Common Contract Errors;
- Variation of Contracts, Promissory Estoppel and Waiver;
- Contract Privity or Mutual Interest;
- Contract Modification;
- Contract and Performance;
- Contract Demise;
- The Aftermath;
- Literal Performance;
- Exemption Clauses: The Common Law;
- The Fact of Agreement;
- Important Contract Considerations;
- Formalities;
- Factors That Vitiates or Impairs a Contract's Validity;
- The Enforceability of Agreements: Considerations and Alternatives.

M5. Part 4: Discharge of Contracts

- Contract Discharge by Performance and Breach;
- Contract Discharge by Mutual Agreement;
- Contract Discharge Through Misrepresentation;
- Contract Discharge by Duress;
- Contract Discharge for Breach;
- Discharge of an Illegal Contract;
- Contract Discharge Through 'Unfair Terms and Conditions'.

M5. Part 5: Remedies for Breach of Contract: Contract Restitution

- Damages for Breach of Contract;
- The common Law Remedy of Damages;
- Equitable Remedies and Limitation of Actions;
- Quasi-Contract and The Law of Restitution.

Module 6 Advanced Project Management For Effective Procurement and Purchasing Management

M6. Part 1: General Project Management Issues

- Concept of Project Management;
- Project Sustainability;
- Developing a Project;
- Project Planning;
- Team Management and Problem Solving;
- Project Management Methodologies, Tools and Techniques;
- Some Problem Solving Techniques;
- Project Control;

- Project Purchasing;
- Pre-Feasibility and Feasibility Studies;
- Scoping, Strategy Setting and Final Agreement;
- Project Structure and Managing Meetings;
- Process and Event Based Methodologies, Software Packages, Flow Charts, Imagineering;
- Mind Mapping, Fish Bone Method, 'Is and Is Not' and Brain Storming;
- Tracking Timing and Costs, Contingencies;
- Working With Suppliers and Sub-Contractors.

M6. Part 2: Motivating Workers in Advanced Project Management

- Directing or Leading in a Project Setting;
- The Concept of Motivation;
- Applying Content Theories of Motivation to Project Settings;
- Taylor's Money-Motivator As a Reward Strategy;
- Motivator-Hygiene Factor: Using Herzberg's Ideas As a Basis for an Effective 'Employee Relations Strategy';
- Applying Equity Theory: Recognising Inequity;
- Goal-Setting Theory: Performance Management Application;
- Expectancy Theory: What Does Valence Holds For Project Management Targets?;
- Improving Project Sustainability Through an Equitable Reward System;
- Reinforcement Theories;
- Reinforcement Theory;
- Motivation and Contingency Theory: Accounting for Situational Variables;
- Is Performance Related Pay (PRP) applicable to a Project Management Setting?;
- Designing An Effective Motivation Strategy: Accounting for Internal and External Project Dynamics;
- Introducing Talent Management: Creating and Equitable Solution;
- The Extent to Which Salary or Wages Inducement Motivate Workers.

Module 7 Modern Quality Systems

- Quality: A Definition;
- Clients' Quality Consciousness;
- The Law and Development of Quality Assurance;
- Using Quality As A Tool To:
- Create a Positive Organisational Image;
- Lower Operational Costs;
- Reduce or Avert Product or Service Liability Litigation;
- Modern Control Systems;
- Management Information System;
- Computerised Information Systems;
- Information Speed;
- Information Retrieval;
- Management Accounting System;
- The Import- Conversion –Export Process;
- The Import Process;
- The Conversion Process;
- The Export Process;
- Operational Control System;
- Service Operation;
- Process Scheduling;
- Loading;
- Sequencing;
- Detailed Scheduling;
- Inventory Control;
- Cost Control;
- Quality Control;
- Controlling Utilisation of Organisational Resources;
- Co-Ordinating As a Control Mechanism;
- Mutual Adjustment;
- Direct Supervision;

- Standardisation of Work Process;
- Standardisation of Input-Skills, Knowledge and Attitudes;
- Standardisation of Output;
- Organisational Structure as a Control Function;
- Communication Dissemination;
- Decision Making Involvement;
- The 'In' Inventory;
- The 'Out' Inventory;
- The 'JIT' Inventory System;
- The Kanban System;
- Establishing Quality Objectives;
- Stating Precise Objective;
- Setting Quality Objectives In Relation To Other Organisational Objectives;
- Relating Objectives to Specific Actions;
- Pinpointing Expected Results;
- Specifying When Goals Are Expected To Be Achieved;
- Distinguishing Between Strategic, Tactical and Operational Quality Objectives;
- Establishing a 'Quality-Throughput Accounting Balance';
- Continuous Improvement Programme;
- Just-In-Time (JIT) Compared With Material Requirements Planning (MRP);
- JIT Vs MRP: Component and Material Sourcing Strategy;
- The Quality Benefits of JIT vs. MRP;
- The Quality Issues Involved In JIT and MRP;
- Kaizen or Continuous Improvement;
- Modern Quality Systems;
- The British Standard Institution (BSI) as an International Quality Assessment Body;
- The Fundamental Principles of Total Quality Management (TQM);
- Implementing and Monitoring TQM;
- What is the International Organisation for Standardization (ISO);
- What '*International Standardization*' Means;
- How ISO Standards Benefit Society;
- The Hallmarks of the ISO Brand;
- ISO and World Trade;

- ISO and Developing Countries;
- How to Recognize an ISO Standard;
- The Big, Wide World of ISO Standards;
- What Makes ISO 9000 and ISO 14000 So Special;
- What Makes Conformity Assessment So Important;
- ISO9000 as A Quality Framework;
- The ISO9000 Family;
- ISO 1400: An Introduction;
- Planning, Establishing and Monitoring Quality Systems;
- The Perceptual Value of Quality Assurance;
- Establishing Quality Assurance from Quality Objectives;
- Quality Benchmarking;
- Guidelines for Achieving Quality:
 - Philip B. Crosby,
 - W. Edwards Deming,
 - Joseph M. Juran,
 - Shigeo Shingo,
 - Armand V. Eeigenbaum.
- Quality and Internal and External Environmental Analysis;
- Quality and Strategic Operational Review;
- Incremental Quality Improvement;
- Identifying Areas for Quality Improvement;
- Communication for Quality Improvement;
- Researches and Development for Quality Improvement;

Module 8

Financial Risk Management For Procurement and Purchasing Management

M8. Part 1: Risk: A Working Hypothesis

- Defining Risk – Generally;
- Financial Risk: A Plausible Definition;
- Financial Risk in an Organisational Setting;
- Financial Risk and 'Market Dynamics';
- Liquidity Risk;
- Operating Risk;
- Fraud Risk;
- Settlement Risk;
- Corporate Strategy and Risk Management;
- The Currency Derivatives Market.

M8. Part 2: 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.

M8. Part 3: Financial Risk Settings: A Meta-Analytical Exploration

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

- Futures Market Risk.

M8. Part 4: Financial Exposure as Risk

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

M8. Part 5: Risk Management: A Conceptual and Statistical Meta-Analysis

- Conducting A Risk Assessment;
- Managing Risk with Forward Contracts;
- Financial methods of measuring Risk;
- Quantifying Financial Risks;
- Some Qualitative Approaches To Financial Risk Assessment;
- Managing The Interest Rate Derivatives Market;
- Managing Equity Risk;
- Identifying and measuring Currency Risk;
- Managing Financial Exposure Risk;
- Managing Currency Risk;
- Sensitivity Analysis As Risk Management;
- Managing Risk with SWAPS;
- Statistical Analysis as a Risk Management Instrument;
- Interpreting Statistical Data;
- Mean and Statistical Mean;
- Probability and Normal Distribution;
- Calculating statistics from actual data;
- Understanding Statistical Significance;
- Making Sense of Chi-squared Distribution;
- Using PESTEL as a Tool towards Risk Management.

M8. Part 5: Risk in Procurement and Purchasing

- The Financial Market;
- The Concept of 'Option';
- Option Pricing;
- Establishing an Option Contract;
- Commodity Pricing;
- Storage Costing;
- Procurement in a Monopolistic Setting;
- Duopolistic Procurement;
- Hedging As a Procurement Strategy: Prospects and Pitfalls.

Module9

Accounting for Spoilage, Rework and Scrap with Balanced Scorecard

M9. Part 1: Spoilage, Rework and Scrap

- Basic Terminology;
- Accounting for Spoilage;
- Types of Spoilage;
- Process Costing and Spoilage;
- Inspection Points and Spoilage;
- The Five-Step Procedure for Process Costing with Spoilage;
- Job Costing and Spoilage;
- Job Costing and Accounting for Spoilage;
- Job Costing and Rework;
- Accounting for Scrap;
- Aspects of Accounting for Scrap;
- Number of Units of Normal and Abnormal Spoilage Changes, Depending on When Inspection Occurs.

M9. Part 2: Balanced Scorecard: Quality, Time and Theory of Constraints

- Quality as a Competitive Tool;
- Two Basic Aspects of Quality;
- Quality and Failure;
- Four Perspectives of the Balanced Scorecard;
- The Financial Perspective: Costs of Quality (COQ);
- Elements of Costs of Quality Reports;
- Cost of Quality Exclusions;
- The Customer Perspective;
- The Internal Business Process Perspective;
- Control Charts;
- Pareto Diagrams;
- Cause-and-Effect Diagrams;
- Nonfinancial Measures of Internal Business Process Quality;
- The Learning and Growth Perspective for Quality;
- Advantages of COQ (Financial) Measures;
- Advantages of Nonfinancial Measures of Quality;
- Time as a Competitive Tool;
- Two Operational Measures of Time;
- Time Drivers;
- Simple Time Presumptions;
- Theory of Constraints and Throughput- Contribution Analysis;
- Four Steps in Managing Bottleneck Operations;
- Methods to Relieve Bottlenecks;
- The Balanced Scorecard and Time-Related Measures.

Module 10 Executive Leadership and High-Performance Team Management

M10. Part 1: Team Dynamics

- Groups: A Definition;
- Distinguishing Groups from Aggregations;
- Group Solidarity;
- Group Cohesion;
- Team or Group: A Distinction;
- Team Dynamics;
- Types of Teams;
- Command Teams;
- Committees (Temporary and Standing);
- Task Forces;
- Boards;
- Team Formation;
- Forming;
- Storming;
- Norming or Initial Integration;
- Performing or Total Integration;
- Disbandment or Adjournment;
- Purpose of Teams in the Work-Place;
- Team Characteristics;
- The Role Concept;
- How 'True-To-Life' or Realistic Are the Forming and Norming Stages of Team Development?;
- Dysfunctional Behaviour in Teams;
- Aggressiveness;
- Blocking;
- Interfering;
- Competing;

- Seeking Sympathy;
- Withdrawal;
- Special Pleading;
- Inter-Team Conflict;
- Sources of Inter-Team Conflict;
- Consequences of Dysfunctional Conflict;
- Team Decision-Making;
- Social Identity Theory;
- Team Building and Maintenance Roles: Improving Team Effectiveness;
- Encouraging Members;
- Harmonising;
- Standard Setting;
- Gate-Keeping;
- Determining the Optimum Team Size;
- Providing Team Incentives;
- Encouraging Conflict;
- Averting Groupthink;
- Avoiding the Risky Shift Syndrome;
- 'Resonance' As an Issue in Team Development;
- Employing Transactional Analysis;
- Employing Effective Diversity Management;
- Discouraging Resonance.

M10. Part 2: Executive High-Performance Leadership

- The Concepts of 'Leader' and 'Managerial Leader';
- The Leader and Authority;
- The Leader and Influence;
- The Manager and the Conferment of Power;
- The Application of Control and 'Power Cohesion';
- The 'Managerial Leader' and the Ability to Vary Strategy;
- Power as Recourse of the Managerial Leader;
- Leadership and Interpersonal Relationship;

- Approaches to Leadership;
- Qualities or Traits Approach To Leadership;
- Task and Person Orientation;
- Participative Leadership;
- Transactional Leadership;
- Transformational Leadership;
- Contingency or Situational Approaches to Leadership;
- Leaders vs. Non-Leaders In Relation To Confidence & Intelligence;
- Leadership and Extroversion;
- Problems with Traits Approach’;
- Social, Power and Achievement Needs and Their Relevance to Leadership;
- □‘Task and Leader- Qualities Match’;
- Perceived Consequence of Task Orientation and Reduced Relationship Orientation for Managerial Effectiveness;
- The Consequence of Person or Consideration Oriented Leadership on Employee Satisfaction and Subsequent Staff Turnover;
- Contingent Factors and Leader Effectiveness or Ineffectiveness;
- Perceived Value of ‘Democratic Leader Behaviour’, Dispensing Participative Leadership;
- Perceived Value of ‘Autocratic Leader Behaviour’;
- Value Of ‘Performance Monitoring’ To Individual Effectiveness;
- Result Orientation Leadership vs. Process Oriented Leadership;
- Transformational Leadership and Charisma;
- Mission Progress Articulation;
- Leading Through Delegation;
- Subordinates’ Perception of Transformational Leadership vs. Transactional Leadership;
- Contingency Approaches to Leadership and the Crucial Nature of an Organisation’s Environmental Variables;
- Contingency Approaches vs. Universalist Approaches to Leadership;
- Contingency Approaches to Leadership and Their Relationship to Trait and Style Orientations;

- Employee Development or Maturity and Its Relevance to Superior-Subordinate Relationships;
- Superior-Subordinate Relationships as Leader Behaviour;
- Superior-Subordinate Relationships as Control and Influence;
- Superior-Subordinate Relationships as Power and Authority;
- Least Preferred Co-Worker (LPC) – Low and High;
- Characteristics of LPC Managers and Their Relationship to McGregor's Theory X and Theory Y;
- Characteristics of Low LPC Managers and Their Relationship to Autocratic Leader Behaviour;
- Characteristics of Low LPC Managers and Their Relationship with Theory X;
- Characteristics of Low LPC Managers and Their Relationship to Task Control;
- Characteristics of High LPC Managers and Their Relationship to McGregor's Theory Y Leader;
- Characteristics of High LPC Managers and Their Relationship To Permissive Leader Behaviour;
- LPC Leaders and Their Relationship with Production Orientation;
- LPC Leaders and Their Perception of the Behaviour That They Need to Exhibit to Achieve Productivity Improvement;
- LPC Leaders and the Concept of 'Power Distance';
- LPC Leaders and Their Emphasis on Meeting Targets;
- LPC Leaders and the Level of Regard They Have For Superior-Subordinate Relationship;
- Relevance of Situational Variables on Leader Behaviour:
 - Leader-Member Relation;
 - Task Structure;
 - Position Power.
- Situational Variables and Expectancy Theory of Motivation.

M10. Part 3: High-Performance Teams

- High Performance Teams: A Definition;
- Autonomous Work Teams;
- Autonomous Work Groups;
- Learning Groups;
- Self-Directed Work-Teams/Groups;
- Self-Managed Teams;
- The Potential Energy of High-Performance Teams.

M10. Part 4: Organisational Benefits of High-Performance Teams

- Instituting High-Performance Teams;
- Empowering High-Performance Teams;
- Inevitable Issues of Reward and Equity;
- Internal and External Organisational Development (OD) Consultant's Role in the Formation, Development, Support and Maintenance of High Performance Teams.

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
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Prof. Dr. Ronald B. Crawford - Director

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



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

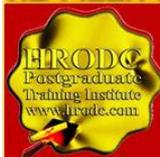
achieved, within the designated period. These Credit-Values, awards and their accumulation are exemplified below.

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

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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;**

55. Postgraduate Certificate in Research Methods;

56. Postgraduate Diploma in Research Methods;

57. Postgraduate Certificate in Risk Management;

58. Postgraduate Diploma in Risk Management;

59. Postgraduate Certificate in Sales and Marketing;

60. Postgraduate Diploma in Sales and Marketing;

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

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

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

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Prof. Dr. Ronald B. Crawford
Director
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