

HRODC Postgraduate Training Institute



A Postgraduate-Only Institution



#041

**Strategic Management Accounting
Incorporating Balanced Scorecard**

Postgraduate Short Course

Leading To:

DIPLOMA - POSTGRADUATE IN

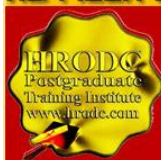
**Strategic Management Accounting
= 30 Credit-Hours**

Accumulating to A

**Postgraduate Certificate, With 150 Additional Credit-
Hours, or A**

**Postgraduate Diploma, With 330 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

<p>Websites:</p> <p>https://www.hrodc.com/ https://www.hrodc.london/postgraduateshortcourses.com/</p> <p>Email:</p> <p>institute@hrodc.com london@hrodc.com</p>	<p>HQ</p> <p>122A Bhylls Lane Wolverhampton WV3 8DZ West Midlands, UK</p> <p>Tel:</p> <p>+44 1902 763 607 +44 7736 147 507</p>	
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HRODC Postgraduate Training Institute, A Postgraduate-Only Institution


Our UK Government's Verification and Registration

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

Course Coordinator:

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

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

For Whom This Course is Designed

This Course is Designed For:

Financial and non-Financial managers from all functions of an enterprise will benefit from this intensive seminar, which teaches the key concepts and techniques of advanced and strategic management accounting covered in international MBA programmes. In detail:

- Operational and Production Managers;
- Marketing managers;
- Managers with direct financial responsibilities;
- Executives;
- 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.

Classroom-Based Duration and Cost:	
Classroom-Based Duration:	5 Days
Classroom-Based Cost:	£5,000.00 Per Delegate
Online (Video-Enhanced) Duration and Cost	
Online Duration:	10 Days – 3 Hours Per Day
Online Cost:	£3,350.00 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.

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 Management Accounting Incorporating Balanced Scorecard Course

Leading to Diploma – Postgraduate – in Strategic Management Accounting and 30 Credit-Hours, Accumulating to a Postgraduate Certificate, with 150 Additional Credit-Hours, or a Postgraduate Diploma, with 330 Additional Credit-Hours

The successful management of a business depends on having a successful business strategy. Consequently, the strategic evaluation of organizational issues entails the analysis of a range of diverse factors. The existing and latent needs of the customer, the nature of product markets, changes in economic circumstances and altering social factors affect the way in which organizations can be reactive or proactive. Such observations have triggered calls for more strategically extensive management accounting thinking.

Strategic Management Accounting is a form of management accounting in which emphasis is placed on information, which relates to factors external to the firm, as well as non-financial information and internally generated information. This seminar is to place management accounting within the context of the strategic management of a business and to provide a practical, yet academically rigorous, framework for applying management accounting techniques and concepts in this competitive environment.

Course Objectives

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


- Explain the accountant's role in the organisation;
- Define important cost terms and give their corresponding purpose;
- Determine the use of cost management information and its benefits;
- Ascertain the strategy on how to create a cost-aware organisation;
- Be knowledgeable of some key cost concepts;
- Differentiate product cost from period costs;
- Differentiate direct cost from indirect costs;
- Distinguish fixed cost and variable costs and give examples for each;
- Distinguish absorption costing and variable costing;
- Discover how under-costing and over-costing influence profitability;
- Learn how to refine a costing system;
- Identify the stages and flow of cost in activity-based costing (ABC);
- Determine how the budget of a business is plan and control through cost-management;
- Know how production-related activities are classified under cost hierarchy;
- Discover how cost drivers generate cost and give examples of cost drivers;
- Link resources, activities and management;
- Ascertain how activity-based management improves processes and profitability;
- Identify the linkages between ABM and ABC;
- Contrast job-costing systems and process costing and explain how they are used to accumulate, track and assign product costs;
- Learn the strategy of proper cost allocation;
- Explain cost allocation in joint-cost situation;
- Understand the principle of transfer pricing;
- Differentiate fixed and flexed budget and determine under the situation under which they are used;
- Determine how rolling budget makes a manager's budget realistic and attainable;

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- Find out how zero based budgeting fixed poorly figured, previously budgeted amount;
- Outline the activity based budgeting process;
- Enumerate the components of a master budget;
- Define variance analysis and give its function;
- Suggest ways to integrate continuous improvement into variance analysis;
- Establish the link of process development to costing;
- Explain how target costing and target pricing help determine and achieve a target cost for a product and specify their implications;
- Name the three major influences on pricing decisions;
- Distinguish between cost incurrence and locked-in costs;
- Find out how life cycle product budgeting and costing assist in pricing decision;
- Explain the concept of Strategic Investment Units;
- Cite the importance of control systems in an organisation;
- Enumerate the objectives of transfer pricing and illustrate how it is conducted;
- Describe the market based transfer pricing, cost based transfer pricing and negotiated transfer pricing and differentiate one from the other;
- Identify the role of control systems and performance measurement towards organisational improvement;
- Describe the new role of managers and management accountants in designing incentive systems;
- Name the different performance measures;
- Enumerate the financial and non-financial performance measures;
- Design an accounting-based performance measure;
- Understand ROI, RI and EVA;
- Determine how a balanced scorecard translates a company's vision and strategy into a coherent set of performance measure; and
- Establish how value chain analysis leads to an organisation's competitive advantage.

Course Contents, Concepts and Issues

Part 1: Management and Cost Management Fundamentals

- A Review of Key Cost Concepts:
 - The Accountant's Role in the Organisation;
 - An Introduction to Cost Terms and Purposes;
 - The Use of Cost Management Information;
 - Creating Cost-Aware Organizations;
 - Review of Some Key Cost Concepts;
 - Product vs. Period Costs;
 - Direct and Indirect Costs;
 - Cost Behaviour: Fixed and Variable Costs;
 - Problems and Examples.
- Different Approaches to Planning and Budgeting:
 - Fixed and Flexed Budget (Static and Flexible Budget);
 - Rolling Budget;
 - Zero Based Budgeting;
 - Activity Based Budgeting;
 - Master Budget;
 - From Costing To Budget: Interpreting Variances (Variance Analysis);
 - Integrate Continuous Improvement Into Variance Analysis;
 - Problems, Case Study and Exercises.

Part 2: Traditional and Activity-Based Approaches to Costing

- Absorption (Full) vs. Variable Costing;
- Under-Costing and Over-Costing: The Consequences for Profitability;
- How to Refine a Costing System?;
- Activity-Based Costing (ABC) and Cost-Management (ABM);
- Cost Hierarchy and Cost Drivers;
- Linking Resources, Activities and Management;

- Introducing Activity-Based Management (ABM);
- Linkages between ABM and ABC – Monitoring Value Creation;
- Problems, Case Study and Examples.

Part 3: Other Advanced Approaches to Costing

- Job-Costing Systems;
- Process Costing Systems;
- Cost Allocation;
- Cost Allocation: Joint-Cost Situation;
- Quality and Strategic Cost Management: The Concept of TQM;
- Problems, Case Study and Exercises.

Part 4: Cost Planning and Pricing Decisions: Life Cycle Costing, Target Costing and Target Pricing

- Linking Process Development to Costing;
- Costing and Pricing For Short Run;
- Costing and Pricing For Long Run;
- Target Costing, Target Pricing and Its Implications;
- Three Major Influences on Pricing Decisions;
- Distinguish Between Cost Incurrence and Locked-In Costs;
- Cost plus Approach to Pricing;
- Customer Profitability Analysis;
- Life Cycle Product Budgeting and Costing To Assist In Pricing Decision;
- Problems, Case Study and Examples.

Part 5: Management Control Systems and Performance Issues: The Concept of Balanced Scorecard

- Strategic Investment Units;
- Control Systems and Transfer Pricing;
- Market Based Transfer Pricing;
- Cost Based Transfer Pricing;
- Negotiated Transfer Pricing;
- Control Systems and Performance Measurement;
- New Role for Managers and Management Accountants in Designing Incentive Systems;
- Different Performance Measures;
- Financial and Non-Financial Performance Measures;
- Designing an Accounting-Based Performance Measure;
- Understand ROI, RI and EVA;
- Strategic Performance Measurement: Balanced Score-Cared;
- Value Chain Analysis;
- Problems, Case study and Examples.

Postgraduate Diploma, Postgraduate Certificate, and Diploma – Postgraduate - Short Course Regulation

Postgraduate Certificate, Postgraduate Diploma, and Diploma – Postgraduate: Their Distinction, Credit Value and Award Title

Postgraduate Short Courses of a minimum of five days' duration, are referred to as Diploma – Postgraduate. This means that they are postgraduate credits, towards a Postgraduate Certificate and Postgraduate Diploma. Postgraduate Certificate and Postgraduate Diploma represent Programmes of Study, leading to Awards bearing their title prefixes. While we, refer to our short studies, of 5 days to five weeks, as 'Courses', those with duration of 6 weeks and more are labelled 'Programmes'. Nevertheless, in line with popular usage, we often refer to all study durations as 'Courses'. Another mark of distinction, in this regard, is that participants in a short course are referred to as 'Delegates', as opposed to the term 'Students', which is confined to those studying a Postgraduate Programme.

Courses are of varying Credit-Values; some being Single-Credit, Double-Credit, Triple-Credit, Quad-Credit, 5-Credit, etc. These short courses accumulate to Postgraduate Certificate, with a total of 180 Credit-Hours (= 6 X 5-Day Courses or 3 X 10-Day Courses), or Postgraduate Diploma, with a total of 360 Credit-Hours (= 12 X 5-Day Courses or 6 X 10-Day Courses).

Delegates studying courses of 5-7 days' duration, equivalent to 30-42 Credit-Hours (Direct Lecturer Contact), will, on successful assessment, receive the Diploma – Postgraduate Award. This represents a single credit at Postgraduate Level. While 6-day and 7-day courses also lead to a Diploma – Postgraduate, they accumulate 36 and 42 Credit Hours, respectively.

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

Because of the intensive nature of our courses and programmes, assessment will largely be in-course, adopting differing formats. These assessment formats include, but not limited to, in-class tests, assignments, end of course examinations. Based on these assessments, 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

Strategic Management Accounting, Leading to Diploma Postgraduate - in Strategic Management Accounting, and 30 Credit-Hours, Accumulating to A Postgraduate Certificate, with 150 additional Credit-Hours, a Postgraduate Diploma, with -330 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 Management Accounting, Leading to Diploma Postgraduate - in Strategic Management Accounting, and 30 Credit-Hours, Accumulating to A Postgraduate Certificate, with 150 additional Credit-Hours, a Postgraduate Diploma, with -330 Additional Credit-Hours 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.

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_Extenuating_Circumstances_Payment_Protocol_Location.htm)

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The submission of our application form or otherwise registration by of the submission of a course booking form or e-mail booking request is an attestation of the candidate's subscription to our Policy Terms and Conditions, which are legally binding.

Prof. Dr. Ronald B. Crawford
Director
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