

# HRODC Postgraduate Training Institute



**A Postgraduate - Only Institution**



**#264**

**Accounting, Costing and Budget  
Management Control**

**Postgraduate Short Course**

**Leading To:**

**DIPLOMA - POSTGRADUATE IN**

**Accounting, Costing and Budget  
Management Control, Triple-Credit, 90 Credit-  
Hours**

**Accumulating to A**

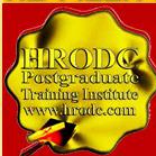
**Postgraduate Certificate,  
With 90 Additional Credit-Hours, or a**

**POSTGRADUATE DIPLOMA**

**With 270 Additional Credit-Hours**


Accounting, Costing and Budget Management Control - Page 1 of 20

**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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*A Postgraduate – Only Institution*

**Websites:**  
<https://www.hrodc.com/>  
<https://www.hrodc.londonpostgraduateshortcourses.com/>

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## **HRODC Postgraduate Training Institute, A Postgraduate-Only Institution**


### **Our UK Government's Verification and Registration**

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

#### **Course Coordinator:**

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

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

- Chartered Accountants;
- Certified Accountants;
- Licensed Accountants;
- Cost Accountants;
- Management Accountants;
- Organisational Decision-makers;
- Inventory Managers;
- Quality Managers;
- Pricing Specialists;
- Balanced Scorecard Specialists;
- Senior Managers;
- Product Managers;
- Operational Directors;
- Profit Centre Managers;
- Budget Specialists;
- Strategic Managers.

<b>Classroom-Based Duration and Cost:</b>	
<b>Classroom-Based Duration:</b>	<b>15 Days</b>
<b>Classroom-Based Cost:</b>	<b>£15,000.00 Per Delegate</b>
<b>Group Cost:</b>	<b>Varies With Group Size</b>
<b>Group Residential Cost:</b>	<b>Up To 86% Discount, Based on Numbers.</b>
<b>Online (Video-Enhanced) Duration and Cost</b>	
<b>Online Duration:</b>	<b>30 Days @ 3 Hours Per Day</b>
<b>Online Cost:</b>	<b>£10,500.00 Per Delegate</b>

### Classroom-Based Course and Programme Cost includes:

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

#### Scheduled Delivery Locations:

- Central London, UK;
- Dubai, UAE;
- Kuala Lumpur, Malaysia;
- Amsterdam, The Netherlands;
- Brussels, Belgium;
- Paris, France; and
- Durban, South Africa;

Delivery in other International Locations, on request.

## Accounting, Costing and Budget Management Control Course

Leading to Diploma – Postgraduate – in Accounting, Costing and Budget Management Control, Triple-Credit, and 90 Credit-Hours, Accumulating to a Postgraduate Certificate, with 90 Additional Credit-Hours, or a Postgraduate Diploma, with 270 Additional Credit-Hours.

### Course Contents, Concepts, and Issues

#### Module 1

The Internal Accountant's Role in an Organisation, Cost Terms and Purposes, Leading to Diploma – Postgraduate in Internal Accounting, Cost Terms and Purposes

#### M1. Part 1– The Accountant's Role in an Organisation

- Accounting Discipline Overview;
- Financial vs. Managerial Accounting;
- Strategy and Management Accounting;
- Management Accounting and Value;
- The Value Chain Illustrated;
- A Value Change Implementation;
- Key Success Factors;
- Planning and Control System;
- A Five-Step Decision Making Process in Planning and Control;
- Management Accounting Outlines;
- A Typical Organisational Structure and the Management Accountant;
- Professional Ethics.

## M1. Part 2 – Cost Terms and Purposes

- Basic Cost Terminology;
- Cost Objects Example at BMW;
- Direct and Indirect Cost;
- BMW: Assigning Costs to a Cost Object;
- Cost Examples;
- Factors Affecting Direct/Indirect Cost Classification;
- Cost Behaviour;
- Cost Behaviour Summarised;
- Cost Behaviour Visualised;
- Other Cost Concepts;
- Relevant Range Visualised;
- A Cost Caveat;
- Multiple Classifications of Costs;
- Different Types of Firms;
- Types of Manufacturing Inventories;
- Types of Product Cost;
- Accounting vs. Cost;
- Cost Flows;
- Cost Flows Visualized;
- Multiple - Step Income Statement;
- Cost of Goods Manufactured;
- Other Cost Considerations;
- Different Definitions of Costs for Different Applications;
- The Common Features of Cost Accounting and Cost Management.

## Module 2

### Cost-Volume-Profit (CVP) Analysis and Job Costing, Leading to Diploma – Postgraduate in Cost-Volume-Profit (CVP) Analysis and Job Costing

#### M2. Part 1 – Cost-Volume-Profit (CVP) Analysis

- A Five-Step Decision-Making Process in Planning and Control Revisited;
- Foundational Assumptions in CVP;
- Basic Formulae;
- CVP: Contribution Margin;
- Cost–Volume–Profit Equation;
- Breakeven Point;
- Breakeven Point, extended: Profit Planning;
- CVP: Graphically;
- Profit Planning, Illustrated;
- CVP and Income Taxes;
- Sensitivity Analysis;
- Margin of Safety;
- Operating Leverage;
- Effects of Sales-Mix on CVP;
- Alternative Income Statement Formats.

#### M2. Part 2 – Job Costing

- Costing Terminology;
- Costing Systems;
- Costing Systems Illustrated;
- Costing Approaches;
- Costing Approaches Summarized;
- Seven-Step Job Costing;
- Sample Job Cost Document;
- Sample Job Cost Source Documents;



- Job Costing Overview;
- Journal Entries;
- Flow of Costs Illustrated;
- Illustrated General Ledger in a Job Cost Environment;
- Accounting for Overhead;
- Three Methods for Adjusting Over/Underapplied Overhead.

### **Module 3**

## **Activity-Based Costing, Cost Management, Master Budgeting and Responsibility Accounting, Diploma – Postgraduate in Activity-Based Management and Responsibility Accounting**

### **M3. Part 1 – Activity Based-Costing and Cost Management**

- Broad Averaging;
- Over and Undercosting;
- Cross-subsidization;
- An Example: Plastim;
- Plastim and ABC Illustrated;
- Plastim and ABC Rate Calculation;
- Plastim and ABC Product Costs;
- Plastim: Simple and ABC Compared;
- Conclusions;
- A Cautionary Tale;
- Rationale for Selecting a More Refined Costing System;
- Cost Hierarchies;
- ABC vs. Simple Costing Schemes;
- Activity-Based Management.

### **M3. Part 2 – Master Budgeting and Responsibility Accounting**

- The Ongoing Budget Process;
- Strategy, Planning, and Budgets, Illustrated;
- Advantages of Budgets;
- Components of Master Budgets;
- Basic Operating Budget Steps;
- Basic Financial Budget Steps;
- Sample Master Budget, Illustrated;
- Other Budgeting Issues;
- Sensitivity Analysis;
- Budgeting and the Organization: Responsibility Accounting;
- Types of Responsibility Centres;
- Budgets and Feedback;
- Controllability;
- Budgeting and Human Behaviour;

Budgetary Slack.

### **Regulation For Postgraduate Diploma, Postgraduate Certificate, and Postgraduate Short Courses**


### **Diploma – Postgraduate – Short Courses; Postgraduate Certificate and Postgraduate Diploma Programmes**

Postgraduate Short Courses are of a minimum of five days' Classroom-Based (10 days' Video-Enhanced Online) but less than 6 weeks' Classroom-Based (less than 10 weeks' Video-Enhanced Online) 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 or accumulating to Awards bearing their title prefixes. While we, refer to our short studies, detailed above, as 'Courses', those with duration of 6 weeks or 12 weeks In-

Accounting, Costing and Budget Management Control - Page 10 of 20

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Classroom (10- and 20-weeks' Video-Enhanced Online) are labelled 'Programmes'. Nevertheless, we conform to popular usage, by often referring to all study durations as 'Courses'. A mark of distinction, though, is that participants in a short course are referred to as 'Delegates', as opposed to the ascription 'Students', which is confined to those studying a Postgraduate Programme.

In line with the above notion, a Postgraduate Certificate might be earned through a 6 weeks' Intensive Classroom-Based Study, or 10 weeks' Video-Enhanced, or Face-To-Face, Online Delivery. Similarly, a Postgraduate Diploma might be studied for 12 weeks In-classroom or 20 weeks Video-Enhanced Face-To-Face. They might also be taken through a blend of both modes, providing that a minimum of 6 and 12 Credits and 180 or 360 Credit-Hours, respectively, are earned. You might Pick and Mix Courses, to create your preferred blend of Disciplines, or follow a predesigned Specialist route. They might accumulate from our Postgraduate Short Courses, or through continuous study. These Specialisms are exemplified by the following excerpts from the document 'Postgraduate Certificate and Postgraduate Diploma Awards'.


<b>Postgraduate Diploma and Postgraduate Certificate Specialist Award Titles</b>	
<b>Programme #</b>	<b>Award Title (Click to Download Desired Brochure)</b>
<b>010</b>	Postgraduate Diploma in Human Resource Management.
<b>010.1</b>	Postgraduate Certificate in Human Resource Management.
<b>014</b>	Postgraduate Diploma in Automotive Electrical, Electronic and Mechanical Diagnostic, Maintenance and Repair
<b>017</b>	Postgraduate Diploma in Real Estate Management, Incorporating Property Law.
<b>017.1</b>	Postgraduate Certificate in Real Estate Management, Incorporating Property Law.

<b>Postgraduate Diploma and Postgraduate Certificate Specialist Award Titles</b>	
<b>Programme #</b>	<b>Award Title (Click to Download Desired Brochure)</b>
<b>020</b>	Postgraduate Diploma in Accounting and Finance.
<b>020.1</b>	Postgraduate Certificate in Accounting and Finance.
<b>028</b>	Postgraduate Certificate in Industrial Health and Safety Management, Incorporating Oil and Gas Safety.
<b>032</b>	Postgraduate Diploma in Executive Management
<b>032.1</b>	Postgraduate Certificate in Executive Management
<b>043</b>	Postgraduate Diploma in Communication and Information Management.
<b>043.1</b>	Postgraduate Certificate in Communication and Information Management.
<b>044</b>	Postgraduate Diploma in Women in Management.
<b>044.1</b>	Postgraduate Certificate in Women in Management.
<b>061</b>	Postgraduate Certificate in Financial Accounting and Management Accounting.
<b>070</b>	Postgraduate Diploma in Human Resource Training and Development Management
<b>070.1</b>	Postgraduate Certificate in Human Resource Training and Development Management.

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<b>Postgraduate Diploma and Postgraduate Certificate Specialist Award Titles</b>	
<b>Programme #</b>	<b>Award Title (Click to Download Desired Brochure)</b>
<b>079</b>	Postgraduate Diploma in Managing National and International Economic Competition.
<b>085</b>	Postgraduate Diploma in Corporate Governance and Strategic Management.
<b>085.1</b>	Postgraduate Certificate in Corporate Governance and Strategic Management.
<b>086</b>	Postgraduate Diploma in Business Administration
<b>86.1</b>	Postgraduate Certificate in Business Administration.
<b>097</b>	Postgraduate Diploma in Telecommunication Systems
<b>097.1</b>	Postgraduate Certificate in Telecommunication Systems
<b>115</b>	Postgraduate Diploma in Cost Accounting, Budgeting, Profitability Analysis, Strategy and Balanced Scorecard.
<b>115.1</b>	Postgraduate Certificate in Cost Accounting, Budgeting, Profitability Analysis.


## Understanding Our Postgraduate Credit System

### Credit-Hours and Credit-Values, in Diploma – Postgraduate - Award

Credit-Hours are the actual amount of time that a lecturer or tutor spends with his or her students or delegates, in both Classroom-based and Video-Enhanced Deliveries. Each Five-Day Classroom-Based, or a Ten-Day Video-Enhanced (3 hours per

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day) Course consists of 30 Credit-Hours, while a 6-Day Classroom-based (12day Video-Enhanced) course amounts to 36 Credit-Hours. Because Credit-Values are calculated in multiples of 30 Credit-Hours, 60-89 Credit-Hours have a Double-Credit (2 Credit) value, while 90 Credit-Hours earn a Triple-Credit (3 Credits).

A delegate who successfully completes a Postgraduate Short Course of 30 or more Credit-Hours, but which is less than 180 Credit-Hours (Postgraduate Certificate), is awarded a Diploma – Postgraduate. This Award is assigned Credit-Values and Credit-Hours, as are exemplified by the following:

1. Diploma – Postgraduate – in Organisational Change Management, 30 Credit-Hours;
2. Diploma - Postgraduate - in Trainer Training: Training for Trainers, Double-Credit, 60 Credit-Hours:
3. Conveyancing and Property Valuation: Property Law, Double-Credit, 72 Credit-Hours:
4. Diploma – Postgraduate – in University and Higher Education Administration, Triple-Credit, 90 Credit-Hours;
5. Diploma – Postgraduate – in Tourism and International Relations, Quad-Credit, 120 Credit-Hours.

As in the first example, above, where the Credit-Value is not noted in an Award, it must be assumed that it is a Single-Credit Value.

### **Postgraduate Diploma Award**

A Postgraduate Diploma Award is achieved with a minimum of 360 Credit-Hours, through continuous study, or an accumulation of Credit-Hours.

### **Postgraduate Certificate Award**

A Postgraduate Certificate might be gained with a minimum of 180 Credit-Hours, through continuous study or Credit-Hours' accumulation.

## Cumulative Postgraduate Certificate, and Postgraduate Diploma Awards

All Postgraduate Short Courses accumulate to a Postgraduate Certificate and a Postgraduate Diploma, on a 'Pic and Mix' or Specialist basis. This means that we maintain academic records for each delegate, indicating the courses studied, with their Credit-Value and Credit-Hours, as are indicated above, '**Credit-Hours and Credit-Values, in Diploma – Postgraduate – Award**'. The Credit-Hours are aggregated to accumulate to at least 180 and 360 Credit-Hours, for a Postgraduate Certificate and a Postgraduate Diploma, respectively. Each Short Course Award (below a Postgraduate Certificate) indicates both its Credit-Value and Credit-Hours, excepting for Single-Credit.

## Accumulated Postgraduate Certificate, and Postgraduate Diploma Awards

All Specialist Postgraduate Certificate and Postgraduate Diploma Programmes have predetermined Award Titles. Delegates who do not follow a specialism, for accumulation to a Postgraduate Certificate and Postgraduate Diploma, receive a Generalist, rather than a Specialist, Award. However, a Specialist Award is given to delegates who studied at least seventy percent (70%) of their courses in a specialist grouping, as are exemplified above, under the heading '**Postgraduate Diploma and Postgraduate Certificate Specialist Award Titles**'.

## Assessment Requirement For Postgraduate Diploma; Postgraduate Certificate; and Diploma - Postgraduate

Because of the intensive nature of our Courses and Programmes, for In-Classroom, and Video-Enhanced Online modes, assessment will take place during or at the end of the '**active teaching period**', adopting differing formats. These structures include, but are not limited to:

- In-Class Tests;

- Text-Case Analyses;
- Video-Case Analyses;
- 'Out-of-Class' Assignments;
- Individual Presentations;
- Group Presentations; and
- End of Course Examinations.

Based on these assessments, successful candidates will receive either a:

- Diploma – Postgraduate - Award;
- Postgraduate Certificate Award; or
- Postgraduate Diploma Award.

For all the above Awards, a minimum of 70% overall pass is expected. 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.

### **Application Process For Postgraduate Diploma; Postgraduate Certificate; and Diploma – Postgraduate - Short Courses**

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 appropriate section;



- A copy of Issue and Photo (bio data) page/s of the applicant's current valid passport or copy of 'Photo-embedded' National Identity Card;
- Copies of credentials stated in the Application Form.

## Admission and Enrolment Procedure

- On receipt of all the above documents, they will be forwarded to our 'Admissions Committee', which 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 Invoices;
- Upon receipt of an applicant's payment, we will send him or her an Official Payment Receipt, and Admission Letter, bearing a copy of the Passport-Type in the respective Application Form.
- Those intending to study in a foreign country, and require a Visa, will be sent the necessary **Immigration Documentation**, to support their application;
- **Joining Instruction** will be sent to Students and Delegates, on time to prepare for their enrolment. The incorporated information include:
  - Venue Name, Location, with specific address;
  - Details of Airport Transfer, where appropriate;
  - Start date and time;
  - Registration details;
  - Daily Schedule;
  - Local Transportation Details;
  - Residential Accommodation Details;
  - Leisure and Shopping Facilities, in the area;
  - General Security Information; among others.

## Our Video-Enhanced (Face-To-Face) 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 lecturer, ask, and address questions; sitting examinations, in his or her presence. 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 **12-year period**, towards a Postgraduate Certificate or Postgraduate Diploma.

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

- The tutor meets the group and presents the course, via Video, in a similar way to its classroom-based counterpart;
- All participants can see, and interact with, each other, and with the tutor;
- They watch and discuss the various video cases and demonstrations that form an integral part of our delivery methodology;
- Their assessment is structured in the same way as it is done in a classroom setting;
- The Video-Enhanced Online mode of training usually starts on the 1<sup>st</sup> of each month, with the cut-off date being the 20<sup>th</sup> of each month, for inclusion the following month;
- Its duration is twice the duration of 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;

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- 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 programmes**

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.

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## Service Contract, Incorporating Our 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)

[https://www.hrodc.com/Service\\_Contract\\_Terms\\_and\\_Conditions\\_Service\\_Details\\_Delivery\\_Point\\_Period\\_Cancellations\\_Extenuating\\_Circumstances\\_Payment\\_Protocol\\_Location.htm](https://www.hrodc.com/Service_Contract_Terms_and_Conditions_Service_Details_Delivery_Point_Period_Cancellations_Extenuating_Circumstances_Payment_Protocol_Location.htm)

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

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