

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#034

Evaluating the Performance of Industrial Investments

Postgraduate Short Course

Leading To:

DIPLOMA - POSTGRADUATE IN

Industrial Investments Performance Evaluation, 30 Credit-Hours

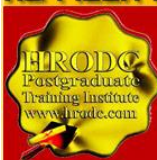
Accumulating to A

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

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

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West Midlands, UK


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

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

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

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



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

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

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


His responsibilities in these roles included:

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

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For Whom This Course is Designed

This Course is Designed For:

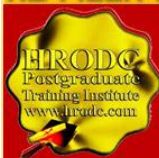
- Heads and Division Managers;
- Industrial Analysts;
- Financial Analysts;
- Accountants;
- Auditors;
- Executives;
- Directors;
- Business Development Managers;
- Employees of the strategic planning department;
- Business Owners;
- Entrepreneurs;
- Potential investors and credit institution employees.

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;

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Evaluating the Performance of Industrial Investments, Leading to Diploma Postgraduate - in Industrial Investments Performance Evaluation, 30 Credit-Hours, Accumulating to A Postgraduate Certificate, with 150 additional Credit-Hours, a Postgraduate Diploma, with -330 additional Credit-Hours

- 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:

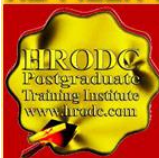
- Our Branded Leather Conference Folder;
- Our Branded Leather Conference Ring Binder/ Writing Pad;
- Our Branded Key Ring/ Chain;
- Our Branded Leather Conference (Computer – Phone) Bag – Black or Brown;
- Our Branded 8-16 GB USB Flash Memory Drive, with Course Material;
- Our Branded Metal Pen;
- Our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

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M. RG. C.

Evaluating the Performance of Industrial Investments Course

Leading to Diploma – Postgraduate – in Industrial Investments Performance Evaluation and 30 Credit-Hours, Accumulating to a Postgraduate Certificate, with 150 Additional Credit-Hours, or a Postgraduate Diploma, with 300 Additional Credit-Hours

Course Objectives

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

- Calculate Return on Investment (ROI) using information about profit and investment;
- Compute the operating income to determine the amount of profit realised from a business's operations;
- Demonstrate a heightened understanding about the concept of minimum acceptable income;
- Determine the importance of residual income in securing a loan;
- Identify what constitute product innovation;
- Determining the cost drivers that are relevant to producing a company's product;
- Find out how critical success factors contributes to the success of an organisation;
- Suggest ways to improve a company's corporate performance measurement system;
- Learn the process involved in strategic planning, budgeting and performance measurement;
- Know how intellectual capital is measured;
- Measure the effectiveness of financial shared services centres and outsourcing;
- Understanding economic environment of business;
- Name the different operational metrics (matrices) for evaluating environmental performance;
- Categorise metrics;
- Conduct an assessment of the corporate environmental policy;
- Convert qualitative factors to quantitative factors;


- Evaluate the marketing techniques of a company in the exercise of their marketing management strategy;
- Determine the situations where breakeven analysis is useful;
- Calculate break-even point/margin of safety;
- Calculate operational leverage;
- Explain cost determination;
- Identify the financial evaluation which must be measured;
- Lists some of the effective uses of center's assets;
- Measure performance using the correct process and guidelines;
- Calculate the Economic Value Added (EVA) using the proper formula;
- Identify the factors which should be taken into consideration when setting the management's minimum required rate of return
- Analyse historical data to identify trends;
- Evaluate the financial position of industrial companies;
- Examine financial statements;
- Evaluate cash flow statement;
- Examine the income statement;
- Develop a balance sheet which will accurately reflect the financial condition of the company;
- Describe the nature, structure and contents of a balance sheet;
- Ascertain the strengths and weaknesses of a balance sheet;
- Learn how financial well-being can be deduced from a balance sheet;
- Learn the ways of manipulating a balance sheet;
- Enumerate the off-balance sheet items and cite their significance;
- Distinguish between vertical and horizontal analysis;
- Discuss the concept of sensitivity analysis and Monte Carlo simulation;
- Calculate cost of capital;
- Discover the different ways of financing companies;
- Determine the cost of different debt types;
- Calculate cost of equity (CAPM etc);
- Calculate WACC;
- Identify the components of WACC ideal figure;
- Learn how to determine the value of a company;

- List down the models for valuing companies;
- Cite the significance of value drivers, historical analysis & financial forecasting in a company;
- Measureweighted average cost of capital (WACC);
- Measure knowledge-based assets;
- Learn how to value intangible assets;
- Analyse the customer preferences to determine on-time delivery (OTD);
- Discuss the grading level of performance or rate of improvement processes into the four BSC perspectives;
- Find out how key performance indicators (KPIs) help in measuring the overall business performance and contribution to business strategy;
- Weigh BSC for application to nonprofit and government organizations (NPGOs);
- Learn how to use KPIs to classify;
- Compute the cost allocation rate for each activity to identify the allocation base for each activity's indirect costs (the primary cost driver);
- Measure indirect manufacturing cost;
- Conduct an assessment of the product innovation and leadership;
- Perform an assessment of the contribution to strategy implementation with balanced score card;
- Conduct an assessment of the business performance management and measurement effectiveness;
- Learn how to use finance as custodians of integrated management frameworks;
- Assess business performance through balanced scorecard and business integration;
- Examine re-engineering or radical restructuring of the finance function;
- Examine and communicate shareholder value;
- Discover how activity-based costing can help estimate the cost elements of the entire products and services;
- Identify the activity-based approaches with balanced scorecard;
- Use economic value added (EVA) to create balanced score card;
- Assess Return on Invested Capital (RIC);
- Explain the concept of Measuring Operating Income (MOI);
- Learn the process of valuing physical plant and equipment (PP&E);
- Discuss the concept of Measuring manager defined specific actions (MDSA);

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- Evaluate investment centers;
- Employ strategic feedback to show the present status of the organization from different perspectives;
- Apply diagnostic feedback into various processes on a continuous basis;
- Understand feedback around the measurement methods themselves, and which metrics should be tracked;
- Measure trends in performance over time as the metrics are tracked;
- Apply quantitative inputs to forecasting methods and models;
- Use financial evaluation to measure:
 - Income generated;
 - Effective use of center's assets;
 - Performance measures;
 - Return on investment (ROI);
 - Residual income (RI);
 - Economic Value Added (EVA).
- Compare a division's operating income with minimum operating income expected given the size of the division's assets;
- Perform recognising when income exceeds target rate of return;
- Know when income does not meet target rate of return;
- Assess investment performance of common stocks in relation to their price-earnings ratios;
- Describe the function of value chain analysis (Porter etc);
- Have an overview about the industry life-cycle and industry risk analysis;
- Evaluate company risk;
- Learn how to perform competitive analysis and product/market strategic analysis;
- Discuss the principles of operating cycle and associated risks;
- Cite the importance of factor analysis;
- Name the 4 C's of creditworthiness and explain each;
- Use prism to evaluate financial standing.

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Course Contents, Concepts and Issues

Part 1: General Concepts for Understanding Business Performance

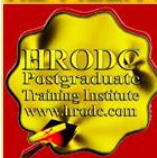
- Rate of Return on Investment (ROI);
- Operating income;
- Minimum acceptable income;
- Residual Income;
- Product innovation and leadership;
- Primary Cost Drivers;
- Critical Success Factors;
- Corporate Performance Measurement;
- Integrating Strategic Planning, Budgeting and Performance Measurement;
- Intellectual Capital Measurement;
- Measuring the Effectiveness of Financial Shared Services Centres and Outsourcing.

Part 2: Industrial Environmental Performance Metrics (Matrices)

- Understanding Economic Environment of Business;
- Operational Metrics (Matrices) for Evaluating Environmental Performance:
 - General Categories of Metrics;
 - Return On Equity;
 - Margins;
 - Earnings Growth;
 - Employee Turnover;
 - Research and Development;
 - Environmental Spending;
 - Using Analysts CFOs;
 - Quality of Management.
- Assessing Corporate Environmental Policy;
- Converting Qualitative Factors to Quantitative Factors;

Evaluating the Performance of Industrial Investments - Page 10 of 23

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- Evaluating Marketing Management.

Part 3: Cost/Volume/Profit Analysis and Accounting-Based Performance Measure

- Breakeven Analysis;
- Calculating Break-Even Point/Margin of Safety;
- Calculating Operational Leverage;
- Cost Determination.
- Financial Evaluation Must Measure;
- Income Generated;
- Effective Use of Center's Assets;
- Performance Measures;
- Return on Investment (ROI);
- Residual Income (RI);
- Economic Value Added (EVA);
- Management's Minimum Required Rate of Return.

Part 4: Examining Instruments and Documents

- Analysing Historical Data to Identify Trends;
- Evaluating the Financial Position of Industrial Companies;
- Examining Financial Statements;
- Evaluating Cash Flow Statement;
- Examining the Income Statement;
- The Balance Sheet;
- Nature, Structure and Contents of a Balance Sheet;
- Strengths and Weaknesses of a Balance Sheet;
- Deducing Financial Well-Being from a Balance Sheet;
- Manipulating a Balance Sheet;
- Off-Balance Sheet Items and Their Significance;
- Vertical and Horizontal Common Form Analysis;
- Sensitivity Analysis and Monte Carlo Simulation;

- Calculating Cost of Capital;
- How Companies Are Financed;
- Cost of Different Debt Types;
- Calculating Cost of Equity (CAPM etc);
- Calculating WACC;
- WACC Ideal Figure.

Part 5: General Business Performance Analysis Tools

- Determining the value of a company;
- Models for valuing companies;
- Value drivers, historical analysis & financial forecasting;
- Measuring Weighted Average Cost of Capital (WACC);
- Measuring Knowledge-Based Assets;
- Valuing Intangible Assets;
- Analysis of Customer Preferences to Determine On-Time Delivery (OTD);
- Grading Level of Performance or Rate of Improvement Processes into the Four BSC Perspectives;
- Using KPIs (Such As Customer Satisfaction, Quality, Cost, Employee Satisfaction, and Morale) to Measure Overall Business Performance and Contribution to Business Strategy;
- Weighting BSC for Application to Nonprofit and Government Organizations (NPGOs);
- Using Key Performance Indicators (KPIs) to Classify;
- Computing Cost Allocation Rate for Each Activity to identify the Allocation Base for Each Activity's Indirect Costs (The Primary Cost Driver);
- Measuring Indirect Manufacturing Cost;
- Assessing Product Innovation and Leadership.

Part 6: Combined Systems and Techniques for Evaluating Business Performance

- Assessing Contribution to Strategy Implementation with Balanced Score Card;
- Assessing Business Performance Management and Measurement Effectiveness;
- Using Finance as Custodians of Integrated Management Frameworks;
- Assessing Business Performance through Balanced Scorecard and Business Integration;
- Examining Re-engineering or Radical Restructuring of the Finance Function;
- Examining and Communicating Shareholder Value;
- Understanding Activity Based Costing (ABC);
- Activity-based Approaches with Balanced Scorecard;
- Using Economic Value Added (EVA) to Create Balanced Score Card;
- Assessing Return on Invested Capital (RIC);
- Measuring Operating Income (MOI);
- Valuing Physical Plant and Equipment (PP&E);
- Measuring Manager Defined Specific Actions (MDSA);
- Evaluating Investment Centers;
- Using Strategic Feedback to Show the Present Status of the Organization from Different Perspectives;
- Applying Diagnostic Feedback into Various Processes on a Continuous Basis;
- Understanding Feedback around the Measurement Methods Themselves, and Which Metrics Should Be Tracked;
- Measuring Trends in Performance over Time As the Metrics Are Tracked;
- Applying Quantitative Inputs to Forecasting Methods and Models;
- Using Financial Evaluation to Measure:
 - Income Generated;
 - Effective Use of Center's Assets;
 - Performance Measures;
 - Return on Investment (ROI);
 - Residual Income (RI);
 - Economic Value Added (EVA).

- Comparing Division's Operating Income with Minimum Operating Income Expected Given the Size of the Division's Assets;
- Recognising When Income Exceeds Target Rate of Return;
- Knowing When Income Does Not Meet Target Rate of Return;
- Assessing Investment Performance of Common Stocks In Relation To Their Price-Earnings Ratios.

Part 7: Calculating Operating Risks

- Value Chain Analysis (Porter Etc);
- The Industry Life-Cycle and Industry Risk Analysis;
- Evaluating Company Risk;
- Competitive Analysis and Product/Market Strategic Analysis;
- Operating Cycle and Associated Risks;
- Management Factor Analysis;
- 4 C's Of Creditworthiness;
- Using PRISM to Evaluate Financial Standing.

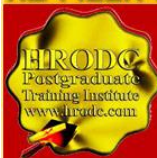
Postgraduate Diploma, Postgraduate Certificate, and Diploma – Postgraduate - Short Course Regulation

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.

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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.

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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)

HRODC Postgraduate Training Institute

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Examples of Postgraduate Course Credits: Their Value, Award Prefix & Suffix – Based on 5-Day Multiples		
Credit Value	Credit Hours	Award Title Prefix (& Suffix)
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 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;**

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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
HRODC Postgraduate Training Institute