

HIRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#250

Social Security and National Insurance Management

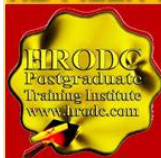
Programme

Leading To:

POSTGRADUATE DIPLOMA IN

Social Security and National Insurance Management

HIRODC 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:
<https://www.hrodc.com/>
<https://www.hrodc.london>
[postgraduateshortcourses.com/](https://www.postgraduateshortcourses.com/)

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

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

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

HRODC Postgraduate Training Institute, A Postgraduate-Only Institution


Our UK Government's Verification and Registration

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

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:

- Civil Servants concerned with the operationalisation of Social Security and National Insurance Schemes;
- Financial Portfolio Managers;
- Healthcare Commissioners;
- Healthcare Professionals;
- Insurance Specialists;
- Investment Managers;
- National Insurance Operation Managers;
- National Insurance Policymakers;
- National Insurance Providers;
- Pension Fund Managers;
- Pension Scheme Managers;
- Social Care Providers;
- Social Fund Investment Executives;
- Social Fund Risk Analysts;
- Social Fund Risk Managers;
- Social Insurance Policy Formulators;
- Social Security Analysts;
- Social Security and National Insurance Fund Managers;
- Social Security Operation Managers,
- Social Security Programme Developers;
- Social Security Working Groups;
- Treasury Officers;
- Welfare Analysts;
- Welfare Policy Implementers;
- Welfare Policy Makers;
- All others interested in acquiring enhanced expertise in the organisation and development, Management, and Monitoring of Social Security and National Insurance Schemes.

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:

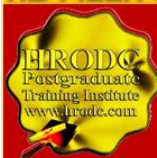
- Free Continuous snacks throughout the Event Days;
- Free Hot Lunch on Event Days;
- Free City Tour;
- Free Stationery;
- Free On-site Internet Access;
- Postgraduate Diploma/ Diploma – Postgraduate –or
- Certificate of Attendance and Participation – if unsuccessful on resit.

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;**
- **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.

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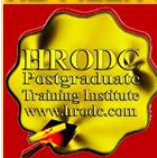
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Delivery Locations:

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.

Social Security and National Insurance Management				
Leading to				
Postgraduate Diploma in Social Security and National Insurance Management				
Module Number	Pre-existing Course #	Module Title	Page #	Credit Value
1	NA	Risk, Health and Life Insurance: A Contextual Framework	7	1
2	NA	Social Security and National Insurance Schemes: Pertinent Issues for Policy Formulation and Implementation	8	2
3	NA	The British National Insurance Scheme	13	1
4	NA	Managing and Monitoring Healthcare Providers: The UK Example	15	2
5	NA	Enterprise Risk Management for Social Security and National Insurance	16	3
6	NA	Organisational and Management in Social Security and National Insurance Settings	26	1
7	NA	Motivating Social Security and National Insurance Workers	30	1
8	NA	Modern Quality in Social Security and National Insurance Systems	32	1



Social Security and National Insurance Management, Programme

Leading to Postgraduate a Postgraduate Diploma in Social Security and National Insurance Management

Module 1

Risk, Health and Life Insurance: A Contextual Framework

Part 1: Risk and Its Inevitability

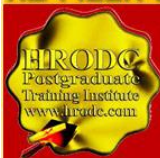
- Defining Risk;
- Contextualising Risk;
- Risk Examples;
- Non-Risk Examples;
- Proposal Risk;
- Performance Risk;
- Management's Perception and Calculation of Risk;
- Risk Probability and Improbability;
- The Traditional 'Number Line' and Traditional Risk Management Calculation;
- 'Risk-Improbability Scale or Continuum';
- Developing Criteria for Determining Acceptable Levels or Residual Risk.
- Risk Mitigation.

Part 2: The Lines Between Life and Health Insurance

- Conceptualising Hazard;
- Hazard and Risk;
- Life Risk Exposure;
- Health Risk Exposure;
- Catastrophe: A Working Definition;
- Catastrophic Risks;
- Insurance as Risk Mitigation;
- Mitigating Health and Life Catastrophes;
- Essentials of Health and Life Insurance;

Social Security and National Insurance Management Programme - Page 7 of 44

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- Social Health Insurance vs Private Health Insurance;
- Valuation and Premium of Health and Life Insurance.

Part 3: Types, Uses, and Evaluation of Life and Health Insurance.

- Individual Life and Health Insurance Policies;
- Common Life and Health Insurance Products;
- Whole Life Insurance Policies;
- Universal Life Insurance Policies;
- Health Insurance Policies;
- Annuities and Optional Benefits;
- A Review of Life and Health Insurance;
- Formulating Life and Health Insurance Contracts;
- Life and Health Insurance Contracts: Insurance Advisor and Company Evaluation;
- Life Insurance Policy Evaluation;
- Uses of Life and Health Insurance in Personal and Business Planning;
- Life and Health Insurance in Personal Financial Planning;
- Life and Health Insurance in Estate Planning;
- Life and Health Insurance in Retirement Planning;

Module 2 (Double Credit) Social Security and National Insurance Schemes: Pertinent Issues for Policy Formulation and Implementation

Part 1: Risk, National Insurance and Social Security

Conceptualizing National Insurance as Social Insurance

- The Concept of a Social Insurance;
- Possible Social Insurance Coverage;
 - Worker Contribution to National Insurance;
 - Employer Statutory Contribution to National Insurance;

- Measures to Facilitate the Maintenance of Statutory National Insurance Contributions;
- Retirement Benefits;
- Death Benefits;
- Statutory Sickness Benefits;
- Incapacity Benefits;
- Unemployment Benefits;
- Jobseekers' Benefits;

Part 2: The Context of Social Security

- The Philosophy of Social Security Programs:
 - Health as Social Security;
 - Pension as Social Security;
 - Social Welfare as Social Security.
- Translating Social Security Philosophy to Reality;
- Private Social Security;
- Contributory Social Security;
- Publicly Funded Social Security;
- Contextualising Social Security in the UK;
- Social Security and Government Reinvention;
- Social Security in The Rest of Europe;
- Abuse of Social Security.

Part 3: Healthcare Aspect of Social Security

Possible Healthcare Coverage

- Hospitalization;
- Approved Prescription Drug;
- Unapproved Prescription Drugs;
- Simple Surgery;
- Complex Surgery;
- Organ Transplant;

- Gender Reassignment;
- Radiology;
- Dialysis;
- Reconstructive Surgery;
- Prosthesis;
- Dental Consultation;
- Dental Treatment;
- Dental Hygienist Treatment;
- Dental Surgery;
- Denture Construction;
- Denture Repairs;
- Prenatal Care;
- Postnatal Care.

Operationalizing of Social Security Provisions

- Ageing Population;
- Improved Longevity;
- Increased Unemployment;
- Increased PSBR;
- Inflation;
- Stagnation;
- Deflation.

Part 4: Contribution To, and Benefits From, Social Security and National Insurance Schemes

- Compulsory VS Voluntary Social Security and National Insurance Scheme;
- Worker Contribution; Employer Contribution; or Both;
- Percentage Employee Contribution;
- Percentage Employer Contribution;
- Percentage Combined Contribution;

Retirement Benefits

- Scheme's Retirement Age;
- How Much Payable;
- Inflation Linked?
- Payable to Whom:
 - Policyholder;
 - Spouse on Death of Policyholder;
 - Children on Death of Policyholder.
- Benefit Exemptions.

Disability Benefits

- Definition of Disability for the Scheme;
- Types of Disability Counted in Scheme;
- Ceiling Test for Disability Benefit;
- Qualifying Period.

Part 5: Issues Affecting Current Social Security and National Insurance Schemes and Some Remedial Actions

- Ageing Population;
- Baby Boomers;
- Demographic Shift;
- Economic Downturn;
- Economic Exposure;
- Ineffective Equity Spread;
- Inflation;
- Longevity.
- Low Return on Investment;
- Lowering Birth Rate;
- Low Waged Economy;
- Migration;
- High Unemployment.

Part 6: Operationalising Social Security and National Insurance System in Non-Western democracies: The Ghanaian Example

Organisation of Ghana Social Security and National Insurance Trust (SSNIT)

- Departmentalisation;
- Board Membership and Role;
- Senior Management;
- Operational Managers;
- SSNIT Scheme Membership:
 - How Membership is obtained;
 - Membership Tangibility;
 - Information Accessibility;
 - Members' Profile Control;
 - Interactive Communication.
- Employee Contribution;
- Employer Contribution;
- Statutory Requirement of Employers;
- Enforcement mechanism.

Fund Management

- Fund Management Organisation and the Role of the Treasury;
- Investment Strategy;
- Equity Spread;
- Sectorial Patronisation;
- Stock Exchange presence;
- Bonds Market;
- Corporate Social Investment;
- Return on Investment.

Module 3 The British National Insurance Scheme

- Who Pays National Insurance;
- Unique National Insurance Number;
- Which Government Agencies and Establishments Requires an Individual's National Insurance Number?
 - HM Revenue & Customs
 - All Employers
 - Department for Work and Pensions (which includes Jobcentre Plus and Pension, Disability and Carers Service), for those claiming state benefits
 - Local Councils, for those claiming Housing Benefit;
 - The Student Loans Company, if you apply for a student loan.
- Classes of National Insurance Contributions and Their Meanings:
 - Lower earnings limit, primary Class 1
 - Upper earnings limit, primary Class 1
 - Upper accrual point
 - Primary threshold
 - Secondary threshold
 - Employees' primary Class 1 rate between primary threshold and upper earnings limit
 - Employees' primary Class 1 rate above upper earnings limit
 - Class 1A rate on employer provided benefits (1)
 - Employees' contracted-out rebate (for contracted-out salary related schemes only)
 - Married women's reduced rate between primary threshold and upper earnings limit
 - Married women's rate above upper earnings limit
 - Employers' secondary Class 1 rate above secondary threshold
 - Employers' contracted-out rebate, salary-related schemes
 - Employers' contracted-out rebate, money-purchase schemes

- Class 2 rate
 - Class 2 small earnings exception
 - Special Class 2 rate for share fishermen
 - Special Class 2 rate for volunteer development workers
 - Class 3 rate
 - Class 4 lower profits limit
 - Class 4 upper profits limit
 - Class 4 rate between lower profits limit and upper profits limit
 - Class 4 rate above upper profits limit
 - Additional primary Class 1 percentage rate on deferred employments
 - Additional Class 4 percentage rate where deferment has been granted
- Making Voluntary National Insurance contributions;
- Which State benefits depend on National Insurance contributions?
- State Pension;
 - Contribution-Based Jobseeker's Allowance;
 - Bereavement Allowance;
 - contribution-based Employment and Support Allowance.
- Employee National Insurance Contribution;
- National Insurance credits Allocation;
- How does National Insurance relate to Income Tax?
- Access to National Insurance contributions record
- National Insurance contributions and State Benefits
- State benefits that depend on National Insurance contributions:
- State Pension:
 - ✚ State Pension Statement;
 - ✚ State Pension Qualifying Years;
 - Contribution-Based Jobseeker's Allowance;
 - Bereavement Allowance;
 - ✚ Bereavement benefits and qualifying years.
 - Contribution-Based Employment and Support Allowance.
- How gaps in National Insurance contributions record might occur;
- Deadlines for making up National Insurance contribution gaps

- How many qualifying years do you need to get the full State Pension;
- How do contributors know that they have a gap in their National Insurance contributions record;
- Deciding whether to make up National Insurance contribution gaps;
- Bereavement benefits and qualifying years;
- Deadlines for making up a National Insurance contribution gap shortfall.

Module 4 (Double Credit) **Managing and Monitoring Healthcare Providers: The UK Example**

General Organisation of the UK National Health Service

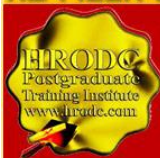
- National Directors: Role Constituents;
- Policy Directorate: Role Set and Segments
- Patients and Information Directorate: Role and General Relationship;
- Operations Directorate: Operational Concerns;
 - Structure and Function of Operations Directorate;
 - ✚ The Chief Financial Officer;
 - ✚ Director of Strategic Finance;
 - ✚ Director of Financial Performance;
 - ✚ Director of Financial Control.
- Nursing Directorate: Tiered Operators or Support;
- Medical Directorate: Motivating High-Level Professionals and Operators;
- HR Directorate: Synthesizing Complex Relationships;
- Organisation and Direction of Human Resource Directorate {

Head of

- Head of Health and Wellbeing;
 - Head of Equalities, Planning & Resourcing;
 - Head of Corporate HR;
 - Head of Workforce Information, Systems and Planning;
 - Project Manager, NHS England Partnership Forum;
 - Head of Information and Planning Services Analytics.
- Finance Directorate: Averting Special Measures and Bankruptcy.
 - Commissioning Development: Keeping an Eye on Best Value;

[Social Security and National Insurance Management Programme - Page 15 of 44](#)

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- Structure and Operation of Commissioning Development Directorate

The Organisation and Operation of NHS Trusts

- Trust Statutes and Funding;
- Devolved Trust Autonomy
- Management of Trust Practices
- The Place of Hospitals in Trusts;
- The Function of Medical Practices Within Trusts;
- The Role of Small practices and Surgeries in Trusts;
- Financial Independence of Trust Practices.

Module 5 (Triple Credit) Enterprise Risk Management for Social Security and National Insurance

Part 1: Understanding Risk and Risk Management

Understanding Risk in An Organization

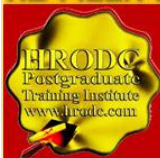
- Model Towards Understanding Risk;
- Enterprise Risk Management;
- Risk – Classification.

Pertinent Issues in Enterprise Risk Management

- Risk in Enterprise Risk Management;
- Identification of Type of Risk;
- Level of Risk;
- Property Risks;
- Valuing Property;
- Liability Legal Grounds;
- Liability Risks;
- Torts - An Insurance Categorization;
- Establishing Negligence;

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- Types of Damages;
- “Res Ipsa Loquitur”;
- Defenses in a Negligence Suit;
- Human Resource Risks;
- Review and Update.

Part 2: The Risk Management Process

Sequencing the Process

- STEP 1: Risk Identification and Categorization
- STEP 2: Risk Quantification
 - ✚ Example of Impact and Definitions
- STEP 3: Risk Strategies Identification
 - ✚ 4 Categories of Risk Strategies (Countermeasures)
 - ✓ Accept
 - ✓ Manage
 - ✓ Contingency plan
 - ✓ Reduce
 - ✚ Risk Strategies
 - ✚ Risk Acceptance
 - ✚ Risk Management
 - ✚ Contingency Planning
 - ✚ Risk Reduction
 - ✚ Risk Transferring
 - ✚ Insurance
 - ✓ Example of Insurance
 - ✚ Risk Reduction Control
- STEP 4: Implementation of Strategies
 - ✚ Residual Risk
 - ✚ The Risk Register
- STEP 5: Monitoring and Reviewing Results of Risk Mitigation Measures

- ✚ Continuous Risk Management (CRM)
- ✚ Risk Assessment and Manifestation of Reality
- ✚ Crawford's Risk Analysis and Base 10: Probability vs Risk Magnitude.

Part 3: Financial Risk Assessment

- Conducting a Financial Risk Assessment.
 - The Process of Financial Risk Assessment (1);
 - Products of a Financial Risk Assessment.
 - ✚ Expand;
 - ✚ Contract;
 - ✚ Pursue External Growth;
 - ✚ Grow Organically;
 - ✚ Enter Joint Venture;
 - ✚ 'Go-It-Alone'.
- Formal Risk Assessment Techniques and Measurements:
 - ✚ Conditional Value at Risk- CVaR;
 - ✚ Loan-to-Value Ratios;
 - ✚ Credit Analysis;
 - ✚ Credit Rating;
 - ✚ Credit Rating Agencies.
- Financial Risk Assessment and Manifestation Reality:
 - Richter Earthquake Magnitude Scale;
 - Crawford's Risk Analysis and Base 10: Probability VS 'Risk Magnitude.

Part 4: Managing Financial Exposure Risk

Risk Management Tools:

- Forward Contracts;
- Option Contracts;
- Futures Contracts;
- Corporate Governance;
- Diversification.

Managing Risk with Forward Contracts

- Forward Contracts: Payoff Profiles
- Profits for Forward Contracts

Financial Method of Measuring Risk

- Standard Deviation
- Beta
- Alpha
- Treynor Index
- Style Analysis
- R-squared

Risk Quantification, Interest Rate Derivatives Market, Equity Risk, Currency Exchange Risk

- Quantifying Financial Risk
- Interest Rate Derivatives Market
- Equity Risk
- Identifying and Measuring Currency/ Exchange Rate Risk
- Measuring Currency or Exchange Rate Risk

Part 5: Risk Mitigation Approaches

- Risk Elimination or Avoidance
- Risk Mitigation: Planning, Execution and Monitoring
- Risk Mitigation Approaches
- Underwriting Standards
 - ✚ Definition of 'Underwriting Standards'

Insurance

- Introduction Definitions and terms
- Branches of Insurance - Successful transactions
- Building Blocks of an Insurance Premium
- Mathematical Basis for Insurance – Example
 - Additional Concept:
 - ✚ Costs to Society
 - ✚ Insurance Benefits to Society
 - ✚ Insurance Functionality
- Risk – Classification
- Benefits Compared to No Insurance
- Social or Private?
- Employee Benefit Plans
- Risk Management Process
- Identify Potential Loss Exposures
- Measure Potential Loss Exposures
- Risk Handling Techniques
- Loss Control - Reduction
- Loss Transfer

Part 6: ERM Integrated Framework, Agency Law, Loss Events, Insurance and Its Occupations

- ERM – Integrated Framework
- ERM – Recent Loss Events
- Agency Law

Insurance and Its Occupations

- Insurance Occupations
 - Insurance Agent and Broker
 - Agent's Authority
 - Types of Insurance Agents
 - ✚ Insurance Brokers
 - ✚ Comparison of Agents and Brokers
 - ✓ Distribution of Insurance Property and Liability
 - ✓ Distribution of Insurance Life Insurance
 - Loss Adjuster or Claims Investigator
 - ✚ Loss Adjuster
 - Underwriter
 - Actuary
 - Accountant
 - ✚ Accounting Standard
- Lawyer
- Other Occupations

Part 7: Asset Management: Hedging, Diversification, Derivatives, Reinsurance and Due Diligence

Asset/ Liability Management Hedging

Diversification

Derivatives Trading

- Derivative
- Equity Derivative
- Weather Derivatives

Reinsurance or Syndication

- Reinsurance Loss Splitting
- Reinsurance Prorata Loss Splitting \$500,000 LOSS
- Reinsurance Excess-of-Loss Loss Splitting
- Reinsurance and Risk Management
- Reinsurance Providers

Due Diligence Investigation

- What Is a Due Diligence Investigation;
- Applications of Due Diligence;
- Inclusions in Due Diligence Investigations.

Part 8: Financial Exposure as Risk

- Foreign Exchange Exposure
- Foreign Exchange Exposure vs. Foreign Exchange Risk

Three Types of Foreign Exposure

- Economic Exposure
 - Economic Exposure
 - Channels of Economic Exposure
 - Two Types of Economic Exposure
 - ✚ Asset Exposure
 - ✚ Operating Exposure
 - An Illustration of Operating Exposure
 - ✚ Some Strategies to Manage Operating Exposure
 - ✓ Selecting Low Cost Production Sites
 - ✓ Flexible Sourcing Policy
 - ✓ Diversification of The Market
 - ✓ R&D Efforts and Product Differentiation

✓ Financial Hedging

- ✚ To Hedge or Not to Hedge?
- ✚ Hedging Strategies
- ✚ Management of Economic Exposure
- ✚ How to Measure Economic Exposure

➤ **Transaction Exposure**

- ✚ Some Strategies to Manage Transaction Exposure
 - ✓ Hedging Through Invoice Currency
 - ✓ Hedging Via Lead and Tag

➤ **Translation Exposure**

- ✚ Translation Risk
- ✚ Perception and Calculation

Part 9: Financial Risk and Unpredictability: Uncontrollable Environment Issues

- Asset Behaviours and Pricing Implication
- Asset Management
- Sovereign Wealth Fund
- Basel 3
- Credit and Counterparty Risk
- The Legal and Political Risk Environment
- Risk as an Economic Factor
- Technological Risk Factor
- Risk Associated with Socio-Cultural Change

Part 10: Business Continuity: Disaster Recovery Planning (1)

- Business Continuity Planning (BCP)
 - What is Business Continuity?
 - What is Business Continuity Planning?
- Disaster Recovery Planning

- Disaster Defined
- Types of Disasters
- Effects of Disasters
 - Effects of Disasters – Internal
 - Effects of Disasters – External
- Business Continuity Planning
- Disaster Recovery Planning
- Why Plan?
- Establishing the Team
- Getting Management Support
- Need for Departmental Support
- Team Members
- DR Team Sub-Teams
- Characteristics of Team Members
- External Team Members
- Notification Directory
- Securing/Preparing Resources
- Team Tasks
- Defining Risk
- Choosing Assessment Method
- Matching Response to Threat
- Setting Priorities
- Using Risk Assessment Results
- Disaster-based Risk Assessment
- Asset-based Risk Assessment
- Business Impact
- Business Impact Analysis
- OCTAVE Risk Assessment
- Identifying Critical Assets
- Business Functions
- Business Processes
- Identifying Functions/Processes
- Prioritizing DR Planning Efforts

- Determining What to Recover When
- Conducting Dependency Analysis
- Disaster Declaration Criteria
- Data Backup
- Information as Asset

Part 11: Business Continuity: Disaster Recovery Planning (2)

- Recovery Site Alternatives
- Recovery Site Agreements
- Recovery Site Selection Criteria
- Design Recovery Solution
- Documents Needed by DR Team
- Contact Information Needed
- Evaluate Support
- Emergency Operations Center
- Create Data Backups
- Create the Recovery Plan
- Upstream Relationships
- Downstream Relationships
- Directing the DR Team
- Steps After Recovery
- Emergencies during DR
- Identify Gaps in DR Plan
- Identify DR Risks
- Rehearsing the DR Plan
- Applying Change Control
- Manage/Document the DR
- After the DR Test
- Threat Determination
- Threat Classification
- Addressing Threats

Module 6

Organisational and Management in Social Security and National Insurance Settings

Part 1: Contextualising Organisational Analysis

- Organisations: A Definition
- Formal and Informal Organisations: A Distinction
- Organisational Task and Task Groupings
- Business vs. Non-business Organisations
- Objectives Defined
- Social Objectives
- Business Objectives
- Perusing Business Objectives through Business Objectives
- Profitability of Social Objectives
 - Direct Gains;
 - Indirect gains;
- Division of Work or Labour
- Delegation
- Responsibility
- Accountability
- Authority Demystified;
- Authority - Facet #1
- Authority - Facet #2
- Power

Part 2A: Delegation as an Operational Imperative

- A Working Definition of Delegation
- The Concept of 'Leasing'
- Why Delegate?
- How Managers Benefit from Delegating
- How Subordinates Benefits from Being the Recipient of a Delegated Task
- Managerial Concerns about Delegating

- Delegating Authority for Effective Task Performance
- Delegating Responsibility with Delegated Task
- Factors Influencing Effective Delegation
- Delegation in a Time Management Context

Part 2B: Contextualising Delegation

- Delegation as Internal Promotion
- Informal Management Succession Charts
- Formal Management Succession Charts
- Internal Selection Mechanism
- Delegation and External Candidature
- Authority: Facets #1 and 2 Contextualised

Part 3: Role in an Organisational Context

- Role: A Definition
- The 'Role Set'
- Role and Role Relationships
- Exemplifying Roles
- The Role Actor or Incumbent
- Role Perception
- Incumbent's Role Perception
- Individual's Role Perception
- Role and the External Environment
- Role and the Internal Environment;
- Defining the Role Set
- Role Segments
- The Relationship between an Incumbent's Experience and Role Enactment
- The Relationship between an Incumbent's Role Perception and His or Her Role Performance
- The Place of an Incumbent's Perceived Role Expectations on His or Her Role Enactment
- Segmental Expectations

- The Role as the Behavioural Expectations of a Role Set
- The Boundary Relationship of a Role Set
- Role Expectations of Social Support
- The Democratic Incumbent
- The Autocratic Incumbent
- The Generous Incumbent
- The Dedicated Incumbent
- The Social Self
- Self-Ideal as a Behavioural Construct
- Self-Ideal and a Performance Enhancer

Part 4: The Organisation's Internal and External Accountability

- Internal Organisational Accountability
- Upward Organisational Accountability
- Downward Organisational Accountability
- The Risk of Internal 'Sabotage'
- External Organisational Accountability
- Accountability to Owners or Sponsors
- Accountability to Clients, Users, or Customers
- Accountability to Creditors
- Accountability to Sector or Industry

Part 5: Organisational Design Metaphors and Relationships

- Organisational Structure as Roles and Relationships
- Lines of Authority and Accountability in Organisations
- Unitary Command System: Classical Organisational Theory and Design
- Dual and Multiple Command Systems: Towards Neo-Classical, Humanistic and Contingency Organisational Design Approaches
- Operational Centralisation
- Operational Decentralisation
- Bureaucratic Organisations

- Adhocratic Organisations
- Mechanistic Organisations
- Organismic Organisations
- Single Status Organisations
- Dual Status Organisations
- Role Specificity in Mechanistic Organisations
- Role Specificity in Organismic Organisations
- Managerial Control vs. Worker Autonomy and Professionalism in Mechanistic Organisations
- Managerial Control vs. Worker Autonomy and Professionalism in Organismic Organisations
- Structural Typologies
- The Simple Organisational Structure
- Snippet of Functional Organisational Structure
- Snippet of Divisional Structure
- Bases of Divisional Organisational Structure
- Snippet of Matrix Organisational Structure
- Matrix Organisational Types

Part 6: Understanding Organisational Culture

- Concept of Organisational Culture
- Cultural Classification
 - Role Culture
 - Task Culture
 - Power Culture
- The Relationship between Power, Culture and Organisational Structure
- Culture and Managerial Action
- Organisational Culture Improvement.

Module 7 Motivating Social Security and National Insurance Workers

Part 1: Contextualising Motivation

- Contextualising the Remit of the Chief Executive or Chief Executive Officer (US);
- Rationale for Division of Work;
- Necessitation of Departmentalisation;
- Leasing Roles, Tasks, and Responsibilities;
- Managerial Direction or Worker Autonomy: Is there a Middle-Ground?
- Leadership and Influence in Organisations;
- Managerial Leadership: Leading with Recourse to Power;
- The Concept of Motivation within an Employment Setting;
- Theoretical Groupings.

Part 2: Motivating Workers: A Contents Perspective

- The Major Claims of the Content Theories;
- Prominent Contributors to the Content Theories;

Maslow's Contribution to the Contents Theories

- Maslow's Hierarchy of Needs:
 - Physiological Needs;
 - Safety and Security Needs;
 - Belongingness (Love) Needs;
 - Esteem Needs;
 - Self-Actualisation Needs.
- Analysis and Relevance of Maslow's Content Theory Claims;

McClelland's Studies in Support of the Contents Theories

- The Setting and Conduct of McClelland's Studies
- Key Findings of McClelland's Studies;
- Some Generalisations of his Studies;
- Any Worthwhile Conclusions?

The Contribution of The Scientific Management to the Contents Theories

- In What Way Did Robert Owen (1771 – 1858) Contribute to The Contents Theories;
- Charles Babbage's (1777 – 1871) Contribution to the Contents Theories;
- Frederick Winslow Taylor (1856 – 1915) and the Contents Theories;
- Frank Bunker Gilbreth, Sr's (1868 – 1924) Contribute to The Contents Theories;
- Lillian Moller Gilbreth's (1878 – 1972) Contribute to The Contents Theories.

Part 3: Other Popular Theories of Motivation

Motivator-Hygiene Factor: Herzberg's Contribution to the Contents Theories

Process Theories of Motivation

Equity Theory of Motivation

Goal-Setting Theory of Motivation

Expectancy Theory of Motivation

Reinforcement Theories of Motivation

Motivation and Contingency Theory

Part 4: Managing Equitable Reward Systems

- Designing an Effective Motivation Strategy;
- The Collectivist vs. the Individualist Perspective of Motivation;
- Common Trends in Motivation Theories;
- Intrinsic and Extrinsic Values of Motivation;
- Motivation and Worker Behaviour;
- The Extent to Which Salary or Wages Inducement Motivate Workers;
- Performance Related Pay (PRP);
- Productivity Bonuses;
- Efficiency Gains;
- Profit Share.

Part 5: Other Salient Motivation Issues

- The Contingency Approach to Motivation;
- Social Differentiation in Motivation;
- Culture Differentiation in Motivation;
- Wealth as a Factor in Motivation;
- Class as an Issue in Motivation;
- Individual Expectation and Motivation;
- Individual Preferences as a Motivating Factor;
- Talent Management as an Issue in Motivating Workers.

Module 8
Modern Quality in Social Security and National Insurance 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. Feigenbaum.
- 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.

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

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

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.



Social Security and National Insurance Management Programme, Leading to Postgraduate Diploma in Social Security and National Insurance Management
at least seventy percent (70%) of his or her courses in a specialist grouping. These are exemplified below:


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

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

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

Prof. Dr. Ronald B. Crawford - Director

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



55. Postgraduate Certificate n Research Methods;

56. Postgraduate Diploma in Research Methods;

57. Postgraduate Certificate in Risk Management;

58. Postgraduate Diploma in Risk Management;

59. Postgraduate Certificate in Sales and Marketing;

60. Postgraduate Diploma in Sales and Marketing;

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

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

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

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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
HRODC Postgraduate Training Institute