

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#191

Strategic Public Relations, Travel and Protocol Management

Postgraduate Short Course

Leading To:

DIPLOMA - POSTGRADUATE IN

Strategic Public Relations, Travel and Protocol Management Triple-Credit, 90 Credit-Hours

Accumulating to A

Postgraduate Certificate, With 90 Additional Credit-Hours, or A

Postgraduate Diploma, With 270 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.



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

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HRODC Postgraduate Training Institute, A Postgraduate-Only Institution

Our UK Government's Verification and Registration

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

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

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For Whom This Course is Designed

This Course is Designed For:


- Chief Executive Officers;
- Chief Executives;
- Chief Secretaries;
- Conflict Resolution Consultants;
- Consultants, Generally;
- Corporate Directors;
- Directors of Protocol;
- Divisional Managers;
- Embassy Attaches;
- Embassy Public Relations Managers;
- Executive Directors;
- Functional Managers;
- Fund Holders;
- General Investors;
- High Commission Officials;
- Human Resource Management Managers;
- Immigration Personnel;
- International Conflict Managers;
- Management Consultants;
- Management Development Directors;
- Mediation Officers;
- Non-Executive Directors;
- Organisational Leaders;
- Performance Consultants;
- Performance Measurement Specialists;
- Productivity Specialists;
- Programme Managers;
- Project Team Leaders;
- Protocol Directors;
- Protocol Officers, including those covering Public Relations and/or Travel

- Protocol officers, including those covering public relations and/or travel arrangements;
- Protocol Officers;
- Public Relations Executives;
- Public Relations Officers;
- Public Relations Researchers;
- Quality Improvement Managers;
- Risk Analysts;
- Risk Managers;
- Royal Protocol Officers;
- Senior Civil Servants;
- Senior Executives and Managers;
- Senior Financial Advisors;
- Senior Financial Officers;
- Senior Leaders who oversee the activities of Teams;
- Specialist Team Leaders;
- Talent Managers;
- Team Development Personnel;
- Team Leaders;
- Team Supervisors;
- Others involved in Public Relations, at the national, regional and community levels;
- Others involved in Public Relations Public Sector, Private Sector, and Non-Business Organisations;
- Those involved in international activities;
- Those responsible for Protocol, Travel, and Accommodation;
- Those working for international, global, or supranational organisations;
- Training and Development Managers;
- Training Directors;
- Transaction Analysts;
- Travel executives;
- Travel offices;
- Vice Presidents;

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- War Officers;
- All others who are desirous in enhancing their expertise in Public Relations, Travel, and Protocol Management.

Classroom-Based Duration and Cost:	
Classroom-Based Duration:	15 Days
Classroom-Based Cost:	£15,000.00 Per Delegate
Online (Video-Enhanced) Duration and Cost	
Online Duration:	30 Days – 3 Hours Per Day
Online Cost:	£10,050.00 Per Delegate

Classroom-Based Course and Programme Cost includes:

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

Students and Delegates will be given a Selection of our Complimentary Products, which include:

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

Daily Schedule: 9:30 to 4:30 pm.

Delivery Locations:

1. **Central London, UK;**
2. **Dubai, UAE;**
3. **Kuala Lumpur, Malaysia;**
4. **Amsterdam, The Netherlands;**
5. **Brussels, Belgium;**
6. **Paris, France; and**
7. **Durban, South Africa;**
8. **Other International Locations, on request.**

Strategic Public Relations, Travel and Protocol Management Course

Leading to Diploma – Postgraduate – in Strategic Public Relations, Travel and Protocol Management, 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 Objectives

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

Strategic Public Relations

- Advise others of the situations in which participant observation, conversation analysis, documentary analysis, focus groups, interviews & questionnaires, respectively, are appropriate;
- Analyse results of surveys in ‘Strategic Public Relations’;
- Ascertain how to motivate the public, by taking into consideration different attitudes;
- Choose the most appropriate data elicitation techniques, in relation to the sampling frame, sampling unit, sample size & time span, among other factors;
- Conceptualise a public relations plan;
- Conduct interviews in ‘Strategic Public Relations’;

- Conduct surveys in 'Strategic Public Relations';
- Conduct surveys in 'Strategic Public Relations';
- Define attitudes and its relations to public relations;
- Define Public Relations;
- Demonstrate how to maintain and enhance an organisation's reputation;
- Demonstrate their ability to the techniques in allocating budget for public relations;
- Demonstrate their familiarity with a 'Strategic Public Relations Department';
- Describe the purposes of communication as an integral aspect of public relations;
- Design questionnaires & interview schedules, with a mixture of open-ended & closed-ended questions, avoiding forced-choice in the latter;
- Design structured & unstructured questions, determining the conditions under which they should be used;
- Determine an understanding of 'Payment For The Tasks Performed';
- Determine how Communications Audit is performed;
- Determine how to reach out with the public through public relations;
- Determine the ways in which attitudes are influenced;
- Develop a 'Strategic Public Relations Plan';
- Develop ways to enhance corporate image;
- Differentiate traditional and contemporary theories of communication;
- Elucidate the importance of persuasion in public relations;
- Employ appropriate data analysis techniques, based on the type & volume of data available;
- Enumerate the requirements for public relations work;
- Establish 'Strategic Public Relations Objectives';
- Evaluate the result of the survey in 'Strategic Public Relations';
- Examine the integral components of communication e.g., word, message, receiver's bias and feedback to develop a sound Strategic Public Relations Strategies;
- Explain how public opinion is influenced through public relations;
- Explain how public relations deal with women and minorities;
- Explain public relations in the context of management and the public;
- Explain the concept of the curse of "spin";
- Explain the underlying concept of public opinion and its relevance to public relations;
- Identify the functions of public relation;

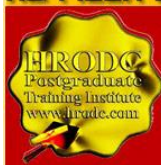
- Identify the imperatives in the Strategic Public Relations Process;
- Identify the tasks involve in public relations;
- Identify the unobtrusive methods in 'Strategic Public Relations';
- Illustrate their competence in managing the process of public relations;
- Implement 'Strategic Public Relations Programme';
- Implement a 'Strategic Public Relations Plan';
- Know the role of the public relations agency;
- Learn the techniques of managing an organisation's reputation;
- Measure public relations outcomes;
- Name at least two early contributors to Strategic Public Relations;
- Produce effective reports, adhering to conventional styles, presenting evidence from the data, & exploiting visual representations;
- Suggest ways to influence public opinion.

Travel and Protocol Management

- Accurately send personalised invitations;
- Accurately, elucidate the importance, or otherwise, of 'Photo-Shoots';
- Address the importance of effective communication in Protocol Management;
- Address the salient issues associated with Dysfunctional Behaviours;
- Adopt appropriate strategies for dealing with interruptions;
- Adopt effective delegation techniques;
- Apply appropriate rewards and, or, disincentives that are applied to a given team situation – thereby promoting team 'functionality';
- Apply group dynamics to organisational settings;
- Appreciate the importance of averting resonation, during meetings;
- Appreciate the importance of resonation during meetings;
- Ascertain how to work with disorganised colleagues;
- Ascertain the possible causes and effects of meeting mismanagement; and
- Ascertain the prevailing relationship between Embassies and High Commission, on the one hand, and Host Government Ministries, on the other;
- Ascertain the prevailing relationship with embassies and ministries;
- Ascertain the prevailing relationship with embassies and ministries;

- Ascertain their respective goals/objectives;
- Be conversant with the rules on international freight arrangements for personal belongings;
- Beat work related stress;
- Clarify roles in team settings;
- Conduct an efficient workload analysis;
- Correctly interpret responses or non-responses to RSVP;
- Create an effective agenda that will keep the meeting on track;
- Create an effective Disaster Recovery Plan;
- Deal with information overload;
- Decide which tasks can be delegated;
- Define communication;
- Define Group Dynamics and its implications for Protocol Management;
- Define Group Dynamics;
- Demonstrate a heightened understanding of International Airline Ticketing and Flight Schedules, that will avert flight inconvenience;
- Demonstrate a heightened understanding of the different personality types and their corresponding influences;
- Demonstrate a heightened understanding of the nature of Strategic Public Relations;
- Demonstrate a heightened understanding of the procedures involved in Visa Processing;
- Demonstrate a heightened understanding of the type and permanence of the leadership of a team;
- Demonstrate a high level of understanding of a team attempts to replace a situational leader, to enhance stability, acceptability or renewed or clarified mission or objectives;
- Demonstrate an awareness of their 'Team Building and Maintenance Roles' that will improve team effectiveness;
- Demonstrate an effective 'leader behaviour' when dealing with dysfunctional behaviours;
- Demonstrate an understanding of the notion that societal socio-economic hierarchy might be informally represented in teams;
- Demonstrate the effectiveness of the strategy that they have devised for dealing with

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- Demonstrate the step-by-step process in making effective schedule;
- Demonstrate their ability to Arrange Consulate, Embassy, High Commission, or Hotel Overnight Accommodation;
- Demonstrate their ability to avert potential Cultural Infringements;
- Demonstrate their ability to conduct 'risk assessment';
- Demonstrate their ability to create and sending formal invitations;
- Demonstrate their ability to deal with the psychological effect of disbandment;
- Demonstrate their ability to determine the necessity, and conduct, of meetings;
- Demonstrate their ability to employ transactional analysis in a team context;
- Demonstrate their ability to establish and maintain itineraries;
- Demonstrate their ability to facilitate cross-cultural relations;
- Demonstrate their ability to maintain and improve relationship with High Commission or Embassy, and Host Ministries;
- Demonstrate their ability to manage conflict effectively, incorporating the occasions when it should be encouraged;
- Demonstrate their ability to organising special events;
- Demonstrate their ability to promote effective 'inter-agency' and 'intra-agency' communication;
- Demonstrate their ability to shield their Diplomatic Corp;
- Demonstrate their ability to use organising as an inherent aspect of Protocol;
- Demonstrate their appreciation of the fact that workers belong to different classes, in society;
- Demonstrate their appreciation of the importance of time management;
- Demonstrate their awareness of the value of team cohesiveness and team solidarity, and the dangers of over-cohesiveness.
- Demonstrate their expertise in arranging Visits To their Home Country;
- Demonstrate their familiarity with the procedures involved in passport processing;
- Demonstrate their grasp of the salient issues associated with performance management;
- Demonstrate their understanding of Political, Economic, Social, Technological, Ecological, and Legal (PESTEL) Factors, outlining how they might impinge on the role and operation of a Foreign Mission.


- Demonstrate their understanding of Resonance as an issue in team effectiveness;
- Demonstrate their understanding of some culturally enshrined behaviour of their host or foreign nationals;
- Demonstrate their understanding of the 'risky shift syndrome', outlining the steps that they will take to avert them;
- Demonstrate their understanding of the concept of Continuity Management in the Public Sector;
- Demonstrate their understanding of the concept of multitasking;
- Demonstrate their understanding of the difference between important and urgent activities/works;
- Demonstrate their understanding of the factors contributing to managers' time-wasting activities;
- Demonstrate their understanding of the importance of Gatekeeping in team formal settings;
- Demonstrate their understanding of the importance of Strategic Public Relations in 'Image Formulation' and Maintenance;
- Demonstrate their understanding of the theoretical and practice bases of Team Dynamics;
- Demonstrate their understanding of the underlying principles of "Time" In An Organisational Wide Context;
- Demonstrate their verbal and written communication skills, for excellent presentation;
- Demonstrate their willingness to maintain the highest level of Confidentiality, and Secrecy, as are appropriate;
- Demonstrate their understanding of the social and psychological relevance of the stages of formation of a group;
- Describe the effort that they will make to enhance the 'critical faculty' of their team;
- Detect Dysfunctional Behaviours in Team Settings;
- Determine how efficient time management increases work effectiveness and productivity;
- Determine how goal setting can lead to proper time management;
- Determine the formalities and rules applicable to visa arrangements and processing;
- Determine the optimum team size for effective functioning;

- Determine the various corporate social responsibilities of their organisation and devise other responsibilities as may be applicable;
- Determine why a temporary team is likely to be more problematic to lead than a permanent team;
- Develop a Continuity Plan for a National, Regional or State Government, or Organisation;
- Develop effective communication strategies that might be applied to team settings, minimising technical language;
- Develop strategies in handling crisis which may affect their organisation;
- Develop strategies in Planning, Organisation and Management, as aspect of their Protocol Duties;
- Develop strategies that address a crisis that might affect their National or State Government, or Parastatal, managing the associated risks;
- Develop strategies that address a crisis that might affect their National or State Government, or Parastatal, managing the associated risks;
- Develop their personal "To-Do List;"
- Devise appropriate protocol for specific diplomatic convoys;
- Distinguish between 'Groupthink' and 'Teamthink';
- Distinguish between Command Teams, Boards, Committees and Task Forces;
- Distinguish between groups and mere aggregations;
- Distinguish between Temporary Committees and Standing Committees;
- Distinguish the difference between groupthink and teamthink;
- Draft an outstanding contingency plan for their organisation;
- Elucidate the importance of effective communication in Protocol Management;
- Employ strategies to encourage enthusiastic participation and contribution in the meetings
- Employ strategies to encourage enthusiastic participation and contribution in meetings;
- Enumerate the barriers to effective communication and propose some ways to overcome them;
- Enumerate the benefits of effective time management;
- Enumerate the different time management tips for managers;
- Enumerate the duties and responsibilities of the different airport personnel and officers;

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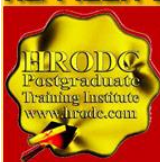
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- Establish a basis for standard setting in their teams;
- Evaluate the effectiveness of their strategy for addressing situations where team members seek sympathy;
- Exemplify how to utilize their gap times;
- Exhibit a heightened understanding of the concept of General Protocol Management;
- Exhibit a heightened understanding of the intimidating effect that class might have on team members, and, hence, the leader's responsibility to ensure that this informal hierarchy is dispensed with in the promotion of a 'classless team';
- Exhibit n understanding of the phases of Forming, Storming, Norming, Performing and Disbandment;
- Exhibit tact in discouraging team members' distracting behaviours;
- Exhibit their ability to develop appropriate protocol for specific scenario;
- Exhibit their ability to, effectively and smartly, initiate and concluder Hotel and Airline Reservations;
- Exhibit their awareness of relevant 'Official Secrets Acts';
- Exhibit their competence in 'Media Relationship Management';
- Exhibit their competence in advising on 'Events Organisation';
- Exhibit their competence in choosing appropriate Events for International Visitors;
- Exhibit their competence in establishing heightened Events Standard;
- Exhibit their competence in maintaining Conventional and Exemplary Etiquette Rules;
- Exhibit their competence in maintaining cultural awareness;
- Exhibit their competence to 'management', as elements of Protocol;
- Exhibit their competence to general research methods;
- Exhibit their competence to use planning as an element of Protocol;
- Exhibit their enhanced verbal and written communication skills, for improved presentations;
- Exhibit their tactical skills, as are necessary for the facilitation of Strategic Public Relations;
- Explain the bases for the feeling of 'Togetherness' or 'Awareness' IN an Aggregation;
- Explain the efforts that they currently make, or will be making, to adhere to the Data Protection Regulation of their Host and other Foreign Countries;
- Explain the occasions in which a situational leader is likely to emerge;
- Explain the procedure for arranging visits to their Host Country;

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- Explain the role of a State Protocol Officer;
- Explain the Team Typological Bases;
- Explain why a team's disbandment might have a negative psychological effect on members and the team leader;
- Formulate corporate strategies pertinent to the operation of their organisation;
- Formulate strategies in handling unexpected job emergencies;
- Formulate their individualized plan of action, to maximise their use of time;
- Handle exhibition planning and participation;
- Identify the different meeting menaces and suggest how to deal with them;
- Identify the different ways of visa processing, arrangements and the common requirements observed in various countries;
- Identify the requirements for arranging business travel;
- Identify their professional goals and personal time;
- Identify time bandits and devise strategies for dealing with them;
- Identify time wasters and adopt strategies for eliminating them;
- Illustrate how they might resolve interpersonal problems among team members;
- Illustrate how they will assert themselves politely and calmly, within their varying work contexts;
- Illustrate how they will determine the contribution of each team member to team goal accomplishment;
- Illustrate how they will enhance the issue of 'gatekeeping' to ensure that team members, in general, participate in team meetings, extending support to the weak, ensuring that introverted team members are not intimidated or 'crushed' by the extroverted;
- Illustrate how they will manage their workloads more effectively;
- Illustrate how to diffuse the negative impact of others;
- Illustrate their ability to choose appropriate gifts, for dignitaries;
- Illustrate their ability to coordinate with Peers;
- Illustrate their ability to manage the risk to their organisations, using the principles of continuity management and disaster recovery;
- Illustrate their acquisition of competence in in Planning, Organising and Managing, as elements of their Protocol Duties;

- Illustrate their conversance with the Immigration Regulations and requirements of specific countries;
- Illustrate their tactical skills with respect to Strategic Public Relations;
- Implement techniques for minimising disruptions;
- Indicate how they have been maintaining, or will establish and maintain excellent relationship with the Ministries in their Host Country, particularly the Foreign Ministry;
- Indicate how they will address the issue of interruptions constructively;
- Indicate how they will establish key competencies in teams;
- Indicate how they will help team members to channel their energies into task performance, establishing realistic goals;
- Indicate how they will recognise resonance in their teams, indicating the steps that they will take to avert or reduce its occurrence, outlining how they will be 'cautioning' resonators;
- Indicate how they will reward exceptional performance in their teams;
- Indicate how they will utilise the different time management tools to increase their work effectiveness and productivity;
- Indicate how they would handle blocking, effectively;
- Indicate the most appropriate ways in which to promote the relationship between Embassies and High Commission, on the one hand, and Host Government Ministries, on the other;
- Indicate the range of tangible rewards that might be utilised in a team;
- Indicate the risk mitigation measures that they will employ, in different scenarios;
- Indicate the steps that they will take to harmonise their teams;
- Indicate their acceptance of the importance of goals;
- Initiate internal and online communications pursuant to a Public Relations Role;
- Internalise the dysfunctional effect of 'resonance' in a team context;
- Make proper coordination with hotels for visa processing;
- Make special arrangements and planning for vehicular convoys;
- Manage information flow and retrieval process;
- Manage projects in a systematic way;
- Manage resources more efficiently;
- Meet tight deadlines with time to spare;
- Name the different planning tools;

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- Narrate the duties and responsibilities of the different airport personnel and officers;
- Narrate their effort to maintain protocol consistency;
- Order the team formation stages, explaining the psychological issues that beset them and relate them to organisational functioning;
- Outline the difference between being “busy” and “productive;”
- Outline the steps that they will take to avert groupthink and promote teamthink;
- Perform Online Public Relation Duties, in response to environmental dynamics;
- Plan to make the best use of the time available through the art of effective scheduling;
- Prioritise ‘urgent’ and ‘important’ activities;
- Produce effective seating arrangements, in specified formal occasions;
- Propose an effective remedy to ‘member withdrawal’;
- Propose an effective way of dealing with interfering behaviour;
- Propose how they will establish excellent working relationship with Business Operators in their Host Country;
- Propose how they will initiate Visits Follow-ups;
- Propose measures towards a team’s performance improvement;
- Propose standards of measuring competence in teams;
- Propose suitable intangible rewards that might be applied to a team situation;
- Propose useful techniques for setting and achieving goals;
- Provide a basis for a team’s standard setting - establishing standards and evaluating progress;
- Provide an individually synthesized proposal for dealing with aggressiveness;
- Provide examples of command teams, highlighting the situations in which a leader might belong to two, simultaneously;
- Provide examples of how a leader should encourage desirable behaviours in a team;
- Put forward a satisfactory way of addressing ‘special pleading’;
- Simulate online public relation duties, as is demanded by the modern life;
- Solve problems through the ‘Trading Game Scenario’.
- Specify the negative effects of poor time management;
- Specify the skills necessary for an effective Public Relations Management;
- Specify the skills necessary for the promotion of an effective public relations;
- Specify the steps that managers and team leaders need to take, to ensure productive and effective meetings;

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- Suggest at least three causes of procrastination, proposing relevant techniques to overcome them;
- Suggest how one might address unreasonable requests from one's manager;
- Suggest how one might develop and maintain a good time management habit;
- Suggest how they might employ an effective diversity management that discourages resonance;
- Suggest how they will maintain their responsibility;
- Suggest how they will, effectively, research traditions and customs of host and foreign countries;
- Suggest how to determine which individual members of a team can improve their performance – and subsequently, their contribution to the team as a way of harnessing team synergy;
- Suggest how to establish acceptable performance levels in teams, observing performance indicators;
- Suggest how to reduce time spent in meetings, without impairing operational effectiveness;
- Suggest the differences in interpretation of groups and teams;
- Suggest the efforts necessary to avert etiquette breaches by mission members;
- Suggest the most effective ways of dealing with task delegation;
- Suggest the protocol that might be initiated in International Relations, for Internal Disaster Management;
- Suggest ways for effective implementation and maintenance of corporate identity.
- Suggest ways of improving team morale, while enhancing their effectiveness;
- Use effective delegation techniques in a workplace setting;
- Use practical techniques for organising work.

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Course Contents, Concepts, and Issues

Part 1 - Strategic Public Relations: Its Conceptualisation and Development

Conceptualising Public Relations

- Defining Public Relations;
- Other Names for Public Relations;
- Distinguishing PR from Advertising;

Historical Contexts of Public Relations

- Rhetoricians or Traditional Publicists.
- Plato;
- Aristotle;
- Basil Clarke;
- Ivy Lee;
- Edward Bernays;
- Georgiana Cavendish;
- Arthur Page;
- Benjamin Sonnenberg;
- George Creel;
- Leon Baxter;
- Rex Harlow;
- Warren Cowan;
- Religious Evangelism and Public Relations;
- Public Relations in Wartime;
- Public Relations in the Political Arena: The Role of Press Agents or Press Secretaries.

Part 2 – Professionalisation of Strategic Public Relations

- Public Relations as a 'Discipline';
- Studies and Awards in Public Relations;
- Public Relations Research;
- The Public Relations Specialists;
- International Public Relations Association – strong membership in 80+ countries;
- Public Relations Society of America (PRSA);
- Chartered Institute of Public Relations (CIPR);
- Other Public Relations Professional Bodies;
- Public Relations and Communications Association (PRCA) ;
- Public Relations Consultants;
- Public Relations Agencies;

Part 3 – Contextualisation of Strategic Public Relations

- Information and Communication;
- Public Relations as Information;
- In whose Interest?
- Public Relations as an Issue;
- Public Relations as Leadership;
- Public Relations as Crisis Management
- Public Relations as Damage Limitation
- Public Relations as Risk Management
- Public Relations as Image-Building
- Public Relations as Defence
- Public Relations as Influencer

Part 4 – Practicalising Strategic Public Relations

- News Releases;
- Media Statements
- Newsletters;
- Roadshows;
- Exhibitions;
- Social Event Participation;
- Conference Participation;
- Convention Presence;
- Collaborative Awards;
- Social Media Presence;
- Social Media Communication;
- Rallies.

Part 5 – Some Public Relations Blunders and The Extent To Which They May Have Been Successfully Addressed

- The gentleman who was dragged off an airline;
- The group that was subjected to police harassment, at the instance of the service crew;
- The musician whose guitar got damaged on an airline and who, later, composed a YouTube hit, deploring the company;
- The mobile phone company that continued to bill for the service charge on a deceased' phone, long after his death, refusing to cancel his account, despite being requested to do so by his daughter;
- The salesperson who insulted a potential customer, who left the store without making a purchase;
- The delivery driver filmed throwing a computer monitor over a fence, thereby smashing it.

Part 6 – Strategic Public Relations Imperatives

- Public Relations Budget,
- Public Relations' Performance-based Reward,
- Public Relations Policy Development,
- Public Relations Policy Implementation,
- Effective Media Relations,
- Social Media Marketing,
- Unambiguous Internal Communications,
- Enhanced State Government Relations;
- Defined Community Relations,
- Concerted Investor or Sponsor Relations,
- Effective Client/ Consumer/ User Relations,
- Corporate Social Investment;
- Information, Risk, Security and Crisis Management;
- Reputation Management System.

Part 7 - Visa and Immigration Formalities

- Conceptualising 'Visa';

Types of Visa:

- Transit Visa;
- Airside Transit Visa;
- Private Visa;
- Tourist Visa;
- Visa for Medical Reasons;
- Business Visa;
- Working Holiday Visa;

- Student Visa;
- Temporary Worker Visa;
- Journalist Visa;
- Residence Visa;
- Spousal Visa or Partner Visa;
- Marriage Visa;
- Pensioner Visa;
- Diplomatic Visa;
- Courtesy Visa;
- On-Arrival Visa;
- Electronic Visa.

Visa Entry Types:

- Single-entry;
 - Double-entry;
 - Multiple-entry.
-
- Visa Application;
 - Visa Processing;
 - Visa Refusal;
 - Visa Extensions;
 - Visa Exemption Agreements.


Single Visa for Entry in Multiple Countries (Common Visa):

- The Schengen Visa;
 - Central American Single Visa.
-
- Passport-Free Travel.

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Part 8 - UK Visa Categories and Their Requirements

- Leave to Enter or Remain in the UK;
- UK Family Visitor Visa;
- UK General Visitor Visa;
- UK Child Visitor Visa;
- UK Business Visitor Visa;
- UK Sports Visitor Visa;
- UK Entertainer Visitor Visa;
- UK Prospective Entrepreneur Visa;
- UK Private Medical Treatment Visitor Visa;
- UK Approved Destination Status (ADS) Visa;
- UK Permitted Paid Engagements Visitor Visa.

Part 9 - Hotel and Airline Booking Arrangements

Hotel Reservation

- On-line
- Telephone
- Guidelines in Hotel Reservation.

Airline Reservation

- Direct Airline Reservation
- Reservation through a Travel Agent
- Internet Travel Website
- Changing Flight Reservation
- Cancelling Flight Reservation
- Electronic Ticket (E-Ticket)
- Benefits of an E-Ticket
- Disadvantages of an E-Ticket
- Getting the Best Airfare Prices

- Corporate Hotel Booking Arrangement

Part 10 - The Nature of Strategic Public Relations

- Defining Public Relations
- Key Public Relations Tools

Additional Public Relation Activities

- Market Monitoring;
- Crisis Management.
- Trends in Public Relations
- Objectives of Public Relations
- Public Relations vs. Marketing vs. Advertising
- Advantages of Public Relations
- Disadvantages of Public Relations

Part 11 - Professional Travel Agency Management (1)

- Airline Ticket Class;
- Infant Ticketing Policy;
- Flight Schedule;
- Flight Arrangement for Personal Belongings;
- Defining Travel Agency;
- Origin of Travel Agency;
- Concepts;
- Operations of Travel Agency;
- Types of Agencies;
- Travel Agency Commissions;
- International Air Transport Association (IATA) Membership;
- Consolidators;
- Poor Booking Practices.

Part 12 - Professional Travel Agency Management (2)

- Online Booking Opportunity or Threat?
- Functions of Travel Agency;

Land Issues Planning:

- Accessibility;
- Space and Infrastructure;
- Parking;
- Amenity Value.

Legal Requirements:

- Land Use Zoning;
- Licensing and Registration;
- Other legal Requirements;
- Policy.

Business Issues:

- Travel Agency Business Structure;
- Managing Travel Agency Business;
- Promotion;
- Marketing.

7 C's of Travel Services Marketing:

- Competence;
- Confidence;
- Credibility;
- Consistency;
- Customisation;
- Care;
- Clout.

Part 13 - Professional Travel Agency Management (3)

Financial Issues associated with Travel Agency Management:

- Sources of Finance;
- Business Plan;
- Financial Record Keeping;
- Budgeting;
- Tariff Structures.
- Package and Group Tours.

Package Tour:

- Factors Influencing Package Tour Cost;
- Components of Package Tour.

Group Tour:

- Steps in Planning a Group Tour.

Sales, Processes and Customer Retention:

- Sales Process;
- Customer Retention.

Part 14 - Executing The Protocol Management Role (1)

Contextualising Protocol

- Conceptualising Protocol;
- Defining Protocol;
- Diplomatic Relations;
- Duties of Protocol Officers;
- Essentials of Protocol;
- Order of Precedence;

- Qualities of effective Protocol Officers;
- Vienna Convention on Diplomatic Relations.

Exploring The Role of a protocol Manager

- Facilitation of cross-cultural relations;
- Promoting effective communication;
- Planning as an element of Protocol;
- Organising as an inherent aspect of Protocol;
- Managing, as elements of Protocol;
- Promoting Relationship between Embassies and High Commission, on the one hand, and Host Government Ministries, on the other;
- General Protocol Management;
- Understanding the duties and responsibilities of the different airport personnel and officers.

Part 15 - Executing The Protocol Management Role (2)

- Importance of effective communication in Protocol Management;
- Procedures involved in Passport Processing;
- Role of a State Protocol Officer;
- Maintaining and improving relationship with High Commission or Embassy, and Host Ministries;
- Establish heightened Events Standard;
- Maintaining Conventional and Exemplary Etiquette Rules;
- Being Research-Aware;
- Choosing Appropriate Events for International Visitors;
- Coordinating with Peers;
- Choosing appropriate Gifts;
- Maintaining Cultural Awareness;
- Shielding Diplomatic Corp;
- Media Relationship Management;

- Advising on Events Organisation;
- Arranging Visits to Host Country;
- Arranging Visits To Home Country;
- Ensuring protocol Consistency.

Part 16 - Executing The Protocol Management Role (3)

- Researching traditions and customs;
- Understanding Culturally Enshrined Behaviour;
- Organising Special Events;
- Conducting Risk Assessment;
- Establishing Risk Mitigation Effort;
- Creating and sending invitations;
- Personalising Invitations;
- Interpreting Response or Non-response to RSVP;
- Effective Seating Arrangements;
- Taking advantage of 'Photo-Shoots';
- Establishing and maintaining Itineraries;
- Meeting necessitation and conduct;
- Transportation Schedule.

Part 17 - Executing The Protocol Management Role (4)

- Vehicular Convoy Arrangements;
- Meeting Venue;
- Arranging Consulate, Embassy, High Commission, or Hotel Overnight Accommodation;
- Keeping an eye out for potential Cultural Infringements;
- Averting Etiquette Breaches;

- Understanding Political, Economic, Social, Technological, Ecological, and Legal (PESTEL) Factors, and how they might impinge on the role and operation of a Foreign Mission.
- Establishing excellent working relationship with Business Operators in the Host Country;
- Establishing and maintaining excellent relationship with Ministries in Host Country, particularly the Foreign Ministry;
- Understanding and adhering to the Data Protection Regulation of the Host and other Foreign Countries;
- Maintaining the highest level of Confidentiality, and Secrecy, where appropriate;
- Awareness of relevant 'Official Secrets Acts';
- Initiating Visits Follow-ups.

Part 18 - Protocol For Events Planning and Hosting

Important Elements of Diplomatic Protocol in Events Planning and Hosting

- Ceremony;
- Etiquette;
- Titles and forms of addresses;
- Introduction using the various Titles, Degrees, Ranks, and Ratings;
- Correspondence;
- Conventional Mannerisms;
- Wardrobe;
- Dinning.
- Special Arrangements and Planning for Vehicular Convoys.

Salient Aspects of Diplomatic Protocol, for Events Planning and Hosting

- Ceremony;
- Etiquette;
- Titles and forms of addresses;
- Using the various Titles, Degrees, Ranks, And Ratings;
- Correspondence;
- Good Manners;
- Wardrobe;
- Dinning.
- Special Arrangements and Planning for Vehicular Convoys.

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

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Strategic Public Relations, Travel and Protocol Management Course, Leading to Diploma Postgraduate - in Strategic Public Relations, Travel and Protocol Management, Triple-Credit, and 90 Credit-Hours, Accumulating to A Postgraduate Certificate, with 90 Additional Credit-Hours, a Postgraduate Diploma, with -270 Additional Credit-Hours 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.

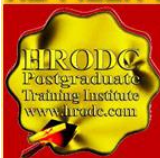
Key Features of Our Online Study: Video-Enhanced Online Mode

- 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.

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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)

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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)
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;**
- 8. Postgraduate Diploma in Business Communication;**

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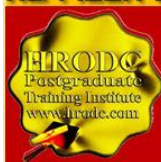
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9. **Postgraduate Certificate in Corporate Governance;**
10. **Postgraduate Diploma in Corporate Governance;**
11. **Postgraduate Certificate in Costing and Budgeting;**
12. **Postgraduate Diploma in Costing and Budgeting;**
13. **Postgraduate Certificate 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;**

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- 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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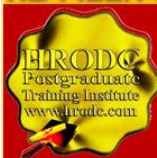
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