

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



173

**Strategising Logistics and
Supply Chain Management**

PROGRAMME

Leading To:

POSTGRADUATE DIPLOMA IN

**Strategic Logistics and
Supply Chain Management**

Progressing To MBA

**Strategic Logistics and
Supply Chain Management**



Wolverhampton (HQ) Address: 122A Bhylls Lane, Wolverhampton, WV3 8DZ, United Kingdom Telephone: +44 (0) 1902 763 607 +44 (0) 1902 569 133 Mobile: +44 (0) 7736 147 507 Email: institute@hrodc.com Websites: www.hrodc.com www.hrodc-mobile.com www.hrodc-business-products-and-services.com	 <p>HRODC Postgraduate Training Institute www.hrodc.com</p>	London Office Address: 328 Linen Hall, 162-168 Regent Street London, W1B 5TD, United Kingdom Telephone: +44 (0) 2081 332 760 Mobile: +44 (0) 7736 147 507 Email: institute@hrodc.com Websites: www.hrodc.com www.hrodc-mobile.com www.hrodc-business-products-and-services.com
HRODC Postgraduate Training Institute		

 **A Postgraduate - Only Institution**

**Strategising Logistics and
Supply Chain Management**

PROGRAMME

Leading To:

POSTGRADUATE DIPLOMA IN

**Strategic Logistics and
Supply Chain Management**

Progressing To MBA

**Strategic Logistics and
Supply Chain Management**

HRODC Postgraduate Training Institute - UKRLP Registration



HRODC Postgraduate Training Institute is Registered with the UK Register of Learning Providers (UKRLP), of the Department for Business, Innovation and Skills (BIS), formerly Department of Innovation, Universities and Skills (DIUS).
Its Registration Number is 10019585
and can be verified at <http://www.ukrlp.co.uk/>



HRODC Postgraduate Training Institute is a Division of Human Resource and Organisational Development Consultancy (HRODC) Limited.
It is Registered in England UK, with Registration #6088763
and V.A.T. Registration No. 895876538

For Whom This Programme is Designed

This Programme is Designed For:

- Supply Chain and Logistics Managers and Professionals;
- Operations Managers;
- Logistics Professionals;
- Logistic Providers;
- Logistic Administrators;
- Logistics Planning and Inventory Managers;
- Purchasing and Procurement Managers;
- Retailers;
- Transportation and Distribution Managers;
- Inventory and Warehouse Control Professionals;
- Freight Forwarders and Linear Specialists;
- Production Managers;
- Production Planners;
- Financial Managers;

A Division of HRODC Ltd. UK Reg. No. 6088763. V.A.T. Reg. No. 8958 765 38

Prof. Dr. R.B. Crawford - Director HRODC Postgraduate Training Institute

PhD (London), MEd.M. (Bath), Adv. Dip. Ed. (Bristol), PGCIS (TVU), ITC (UWI), MAAM, MAOM, LESAN, MSCOS, MISGS, Visiting Prof. P.U.P.

Registered with the UK Register of Learning Providers (UKRLP), Department for Business, Innovation and Skills (BIS), formerly Department of Innovation, Universities and Skills (DIUS).



UKRLP Registration No. 10019585
UKRLP Verification: <http://www.ukrlp.co.uk>
Postgraduate Full-Time and Short Courses
London, UK & International Locations

- Project Managers;
- Distribution Centre Supervisors;
- Manufacturers and Industry Professionals;
- Academics;
- Researchers;
- NGO Officers;
- Those who interface with the logistics function and/or any aspect of the supply chain;
- Those who are desirous of developing their knowledge, skills and expertise in Logistics and Supply Chain Management ;
- Those who are looking for business gains and benefits from managing their supply chains more effectively.

Programme Co-ordinator:

Prof. Dr. R. B. Crawford – Director HRODC Postgraduate Training Institute

- PhD (University of London);
- MEd. M. (University of Bath);
- Adv. Dip. Ed. (University of Bristol);
- PGCIS (Thames Valley University);
- ITC (UWI);
- Member of the Standing Council of Organisational Symbolism (MSCOS);
- Member of the Asian Academy of Management (MAAM);
- Member of the International Society of Gesture Studies (MISGS);
- Member of the Academy of Management (MAOM);
- LESAN;
- Professor, HRODC Postgraduate Training Institute;
- Visiting Professor, Polytechnic University of the Philippines (PUP).

Duration:

3 Months Intensive Full-Time (5 Days Per Week) or

6 Months Full-Time (2-2.5 Days Per Week)

Cost: £45,000.00 Per Delegate

Please Note:

- V.A.T. (Government Tax) does not apply to Corporate Sponsored Individuals, taking Programmes or Courses in any location - within or outside the UK.
- It applies only to Individuals and Corporations based in the UK and to Non-UK Individual Residents taking courses in the UK.

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 in Strategic Logistics and Supply Chain Management;** or
- Certificate of Attendance and Participation – if unsuccessful on resit.

HRODC Postgraduate Training Institute's Complimentary Products include:

1. HRODC Postgraduate Training Institute's **Leather Conference Folder;**
2. HRODC Postgraduate Training Institute's **Leather Conference Ring Binder/ Writing Pad;**
3. HRODC Postgraduate Training Institute's **Key Ring/ Chain;**
4. HRODC Postgraduate Training Institute's **Leather Conference (Computer – Phone) Bag** – Black or Brown;
5. HRODC Postgraduate Training Institute's **8GB USB Flash Memory Drive**, with Programme Material;
6. HRODC Postgraduate Training Institute's **Metal Pen;**
7. HRODC Postgraduate Training Institute's **Polo Shirt**, at Programme Start and End.

Please see product images, as a separate file - Complimentary Products For Students and Delegates, from HRODC Postgraduate Training Institute.

Location: **Central London – UK** and International Locations

Dates: Schedule attached or at:

[Click to View or Download Schedule Part 4](#)

[Click to View or Download Respective Mini-Schedules](#)

[Click to Download our Upcoming Programme and Course Schedule](#)

[Click to View or Download Respective Mini-Schedules](#)

[Click to Book this Course](#)

Strategising Logistics and Supply Chain Management Leading to Postgraduate Diploma in Strategic Logistics and Supply Chain Management				
Module Number	Pre-existing Course #	Module Title	Page #	Credit Value
1		Local, National and International Logistics	11	Double
2		Supply Chain and Strategy: Network, System Designs and Marketing	17	Single
3		Operations Management, Sourcing, Forecasting, Demand Planning, and Inventory Management	19	Single
4		Supply Chain Relationship Management, International Supply Chain Management, and Lean System and Six Sigma	22	Single
5	25	Modern Quality Systems	24	Single
6	181	Advanced Procurement and Contract Management	27	Double
7	138.M2	Advanced Procurement Management: Applications, Electronic Systems	31	Double
8	132	Enterprise Risk Management	35	Double

Programme Objectives

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

- Analyse operations management, sourcing, forecasting, demand planning, and inventory management in a logistics organisation;
- Chart the evolution of logistics and supply chain management;
- Conceptualise international logistics;
- Conceptualise material handling and packaging;
- Concisely illustrate the interface between marketing and logistics;
- Confidently establish how quality management might help to create a positive organisational image;
- Define supply chain management;
- Demonstrate a heightened knowledge of logistics-related storage systems;
- Demonstrate a heightened understanding of enterprise risk management;
- Demonstrate a positive perception of the value of a learning organisation to co-operate effectively;
- Demonstrate an understanding of Logistics Management;
- Demonstrate an understanding of the importance of inter-personal skills in the continuing performance of autonomous work teams;
- Demonstrate an understanding of the relationship between high performance teams and 'Risky';
- Demonstrate an understanding of the place of equity in the functioning of high productivity teams; and
- Demonstrate the ability to place equity in the context of organisational reward;
- Demonstrate their expertise in contract management and administration;
- Demonstrate their expertise in materials handling and packaging;
- Demonstrate their expertise in supply chain strategy network, system designs and marketing;
- Demonstrate their understanding of at least 2 approaches to leadership;

- Demonstrate their understanding of the High and Low LPC Leaders' degree of behavioral control over their subordinates, respectively;
- Demonstrate their understanding of the relationship between fielder's situational model & McGregor's Theory 'X' & Theory 'Y' leadership styles;
- Demonstrate your understanding of the social and psychological relevance of the stages of formation of a group;
- Design a strategy for the initiation development launching empowerment and support of high performance teams in their organizations;
- Determine the importance of training and development in the 'culturing' of high performance teams;
- Determine the objectives that are necessary to ensure Rapid Response;
- Discuss the positive effect of high performance teams to the enhancement of 'Organisational Learning' and 'Learning Organisation';
- Discuss the role of warehousing in logistical systems;
- Discuss, with accuracy and clarity, the intricacies of international warehouse management;
- Distinguish between groups and mere aggregations;
- Distinguish between task forces, committees, command groups and boards; and
- Distinguish between the concepts of 'leader' and 'managerial leader';
- Elucidate how Logistics organisational integration might be achieved;
- Establish a guide to the organising of stores;
- Establish at least 3 points in favour of team participation in transportation decisions;
- Establish Operational Objectives;
- Establish the relationship between logistics and supply chain management;
- Evaluate Logistics Information Systems Application;
- Explain 'Person' or 'Consideration Oriented' leaders and their relationship with employee satisfaction and subsequent staff turnover level Point to specific empirical research supporting the relationship between participative leadership behaviour and organisational effectiveness;
- Explain at least 5 typical store functions;
- Explain the motivation behind the excellence of high performance teams;

- Explain the relationship between the 'goal-path model' of leadership & the expectancy theory of motivation;
- Formulate effective quality objectives;
- Guide clients on transportation functionality and principles;
- Illustrate how the issue of added-value might be instilled by high performance teams;
- Illustrate how their organisations can benefit from high performance teams;
- Illustrate the importance of members' understanding of team dynamics for effecting their team building and maintenance roles;
- Illustrate the role of the internal and external Organisational Development Consultant (OD) in supporting the development maintenance and crisis management of high performance teams.
- Illustrate the value of high performance teams in enhancing organisational development;
- Illustrate, using practical examples, how Competitive Advantage might be achieved through Logistics;
- Illustrate, with heightened accuracy, the importance of warehousing management;
- Indicate the function of communication as a medium of the transmission of values and role relationships in autonomous work teams;
- Indicate the principles of transportation;
- Indicate the set of regular activities of stores;
- Lead discussion on the development of warehousing as a concept;
- List at least 3 Market-Related Factors Influencing Transport Costs;
- List at least 3 types of materials handling systems;
- List the definitive phases in functional aggregation;
- List the different stages of operational control;
- Make a stance in relation to the debate of storage centralization vs decentralisation;
- Name a minimum of 3 product-related factors influencing transport costs;
- Plot the relationship between managers with high & low least preferred co-worker (LPC), characteristics, respectively;

- Provide a clear conceptualising of logistics;
- Provide a concise definition of logistics;
- Provide a list of general store functions;
- Provide at least 3 examples of the effect that logistics and customer service have on marketing;;
- Provide at least three alternative phrases for the concept of high performance teams;
- Relate how Advanced Procurement Management might contribute to an organisation's competitive advantage;
- Shifts' and the measures that might be implemented to avert the negative consequence that is likely to ensue;
- Subscribe to the importance of Logistics and Information and Communications Technologies (ICT)
- Suggest how effective conflict management might enhance the lifespan of high productivity teams;
- Suggest how informal groups might be empowered to enhance organisational effectiveness.
- Suggest problems with equalities or traits approaches; and
- Suggest the difference in interpretation of groups and teams;
- Suggest the importance of modern quality systems in logistics organisations;
- Suggest the most appropriate operational stage that is supportive of the continuance of high productivity in high performance teams;
- Supply the historical bases of logistical organisation;
- Undertake a review of any pre-existing supply chain relationship management, international supply chain management, and Lean System and Six Sigma;
- Use case examples to illustrate the need for culturing the appropriate leadership styles and strategies that are conducive to the sustainability of high performance teams in their organizations;
- Write concise Logistics Objectives.

Programme Contents, Concepts and Issues

Module 1 Local, National and International Logistics (Double Credit)

M1. Part 1: Operational Objective of Integrated Logistics

- Operational Objectives:
 - Rapid Response;
 - Minimum Variance;
 - Minimum Inventory;
 - Movement Consolidation;
 - Quality;
 - Life Cycle Support.

M1. Part 2: Key Elements of Logistics Management

- Understanding Logistics Management;
- Achieving Competitive Advantage through Logistics;
- Conceptualising Logistics;
- Marketing and Logistic Interface:
 - Considering 'Availability';
 - Effect of Logistics and Customer Service on Marketing.

M1. Part 3: Logistics and Supply Chain Management in the Manufacturing and Services Context

- The Evolution of Logistics and Supply Chain Management;
- Defining Logistics;
- Defining Supply Chain Management;
- Logistics vs. Supply Chain Management.

M1. Part 4: Organisations in the Logistics Industry

- Evolution of Logistical Organisation;
- Attaining Organisational Integration;
- Phases in Functional Aggregation.

M1. Part 5: Store Management

- Store Functions;
- Regular Activities of Stores;
- Organising the Stores;
- Stores, Location and Warehousing:
 - Typical Store Function;
 - Activity Regularity or Irregularity;
 - Storage System;
 - Storage Centralization and Decentralisation: Benefits and Problems;
 - Variety Reduction or Better Categorisation;
 - Standardisation;
 - Towards Storage Simplification;
 - Classifying and Codification.
- Storekeeping;
- Stores Accounting;
- Physical Verification;
- Security and Safety.

Local and National Logistics

M1. Part 6: Transportation

- Concept;
- Transportation Functionality and Principles:
 - Movement of Product;
 - Objectives of Transportation;
 - Product Storage;
- Principles of Transportation;
- Participation in Transportation Decisions;
- Modal Characteristics:
 - Rail;
 - Highway;
 - Pipelines;
 - Air.
- Intermodal Operators:
 - Piggyback/Trailer/Container;
 - Non-Operating Intermediaries.
- Transport Economics:
 - Distance;
 - Volume;
 - Density;
 - Stowability;
 - Handling;
 - Liability;
 - Market Factors.
- Product-Related Factors Influencing Transport Costs;
- Market-Related Factors Influencing Transport Costs.

M1. Part 7: Materials Handling and Packaging

- Concepts of Material Handling and Packaging;
- Kinds of Materials Handling Systems:
 - Mechanized Systems;
 - Semi Automated Handling Systems;
 - Automated Handling Systems;
 - Information-Directed Systems.
- Packaging;
- Consumer Packaging;
- Industrial Packaging;
- Package Design;
- Packaging, Containerization and Material Handling.

M1. Part 8: Warehousing

- Concept of Warehousing;
- Importance of Warehousing Management;
- Development of Warehousing As a Concept;
- Role of Warehousing In Logistical System;
- Principles of Warehouse Design:
 - Design Criteria;
 - Handling Technology;
 - Storage Plan.
- Kinds of Warehouses:
 - Private Warehouses;
 - Public Warehouses;
 - Contract Warehousing.
- Warehousing Strategies;
- Warehousing Functions.

M1. Part 9: International Logistics

- Concepts of International Logistics:
 - International Transportation;
 - International Warehouse Management;
 - Packaging;
 - Inventory Management;
 - Material Handling;
 - Information Systems.
- International Intermediaries:
 - International Freight Forwarders;
 - Non-Vessel Operating Common Carriers;
 - Export Management Companies;
 - Export Trading Companies;
 - Export Packers;
 - Custom Brokers;
 - Ship Brokers;
 - Ship Agents.
- Sale in International Trade;
- International Documentation;
- Letters of Credit;
- Barriers to International Logistics;
- Market and Competition;
- Financial Barriers;
- Distribution Channels;
- Cargo Insurance and Claims:
 - Importance of Cargo Insurance
- Who Can Insure;
- Special Features of Marine Insurance;
- Paying the Insurance Premium;
- Duty Insurance;
- Kinds of Perils;

- Types of Policies;
- Loss.

M1. Part 10: Logistics and Information and Communications Technologies (ICT)

- Concepts of Logistics Information;
- Information Functionality;
- Evaluating Logistics Information Systems Application:
 - Availability ;
 - Accuracy;
 - Timeliness;
 - Exception-Based Logistics Information Systems;
 - Flexibility;
 - Format.
- Logistics Information Systems Design:
 - Planning and Coordination Flows;
 - Operating Flows;
 - Inventory Deployment and Management.
- Information Technology Application;
- Electronic Data Interchange (EDI);
- Personal Computers;
- Artificial Intelligence;
- Communications;
- Bar Coding and Scanning.

Module 2 Supply Chain Management: Strategy, Network and Marketing

M2. Part 1: Conceptualising of Supply Chain Management

- The Concepts of Supply Chain Management :
 - Supply Chain Management Activities;
 - Managing Flows through the Supply Chain;
 - The Bullwhip Effect;
 - Customer Focus;
 - The Service Supply Chain.
- The Nature of Supply Chain Management :
 - Intra-Organizational Integration;
 - Cross-Enterprise Integration;
 - Supply Chain Management vs. Logistics.
- The Evolution of Supply Chain Management;
- Characteristics of a Competitive Supply Chain;
- Issues in Supply Chain Management ;
- Case Study.

M2. Part 2: Supply Chain Strategy

- Concept of Supply Chain Strategy:
 - Strategic Alignment
- Achieving a Competitive Advantage:
 - Cost-Productivity Advantage;
 - Value Advantage;
 - Supply Chain Management as a Source of Value.
- Components of Supply Chain Strategy:
 - Operations Strategy;
 - Distribution Strategy;

- Sourcing Strategy.
- Supply Chain Strategic Design;
- Strategic Considerations;
- Productivity as a Measure of Competitiveness;
- Case Study.

M2. Part 3: Supply Chain Network

- The Supply Chain System:
 - Processes across the Supply Chain;
 - What is a Business Process?;
 - Managing Supply Chain Processes.
- Understanding Processes: Theory of Constraints (TOC):
 - System Constraints;
 - System Variation;
 - Capacity Implications.
- Integrating Supply Chain Processes;
- Designing Supply Chain Networks;
- Enterprise Resource Planning (ERP);
- Case Study.

M2. Part 4: Marketing

- What Is Marketing?
 - The Marketing Function;
 - Evolution of Marketing;
 - Impact on the Organization;
 - Impact on the Supply Chain.
- Customer-Driven Supply Chains:
 - Who is the Customer?
 - Types of Customer Relationships;

- Managing Customers Using CRM.
- Delivering Value to Customers;
- Channels of Distribution;
- Case Study.

Module 3

Operations Management, Sourcing, Forecasting, Demand Planning and Inventory Management

M3. Part 1: Operations Management

- Conceptualising Operations Management (OM):
 - The Operations Management Function;
 - Operations Management Decisions;
 - Manufacturing vs. Service Operations;
 - Evolution of the Operations Function;
 - Impact on the Organization.
- Product Design;
- Process Design;
- Facility Layout;
- Line Balancing in Product Layouts;
- Process Automation.

M3. Part 2: Sourcing

- What Is Sourcing?
 - Purchasing, Sourcing, and Supply Management;
 - Evolution of the Sourcing Function Commercial vs; Consumer Sourcing;
 - Impact on the Organization and the Supply Chain.
- The Sourcing Function:
 - The Sourcing Process;
 - Cost vs. Price;

- Bidding or Negotiation?.
- Sourcing and Supply Chain Management:
 - Functional vs. Innovative Products Single vs. Multiple Sourcing
- Measuring Sourcing Performance;
- Case Study.

M3. Part 3: Forecasting and Demand Planning

- What Is Forecasting?
 - Forecasting vs. Planning;
 - Impact on the Organization;
 - Impact on Supply Chain Management.
- The Forecasting Process:
 - Principles of Forecasting;
 - Steps in the Forecasting Process;
 - Factors in Method Selection.
- Types of Forecasting Methods:
 - Qualitative Forecasting Methods;
 - Quantitative Forecasting Methods.
- Time Series Forecasting Models;
- Causal Models;
- Measuring Forecast Accuracy;
- Collaborative Forecasting and Demand Planning;
- Case Study.

M3. Part 4: Inventory Management

- Concept of Inventory;
- Poor Inventory Management;
- Attributes of Inventory;
- Kinds of Inventory:
 - Manufacturing Inventory;

- Wholesale Inventory;
- Retail Inventory.
- Inventory Functionality:
 - Geographical Specialization;
 - Decoupling;
 - Balancing Supply and Demand;
 - Buffer Uncertainties.
- Conceptual Framework of Inventory
 - Inventory Policy.
- Service Level;
- Categories of Inventory:
 - Average Inventory;
 - Cycle Inventory;
 - Transit Inventory.
- Cost Associated With an Inventory:
 - Carrying Cost;
 - Ordering Cost.
- When to Order;
- Economic Order Quantity (EOQ):
 - EOQ Model;
 - Inventory Cost Considerations;
 - Period Order Quantity.

Module 4

Supply Chain Relationship Management, International Supply Chain Management, and Lean System and Six Sigma

M4. Part 1: Supply Chain Relationship Management

- Supply Chain Relationships:
 - Importance of Supply Chain Relationships;
 - Relationship Dimensions;
 - Supply Chain Relationship Matrix.
- The Role of Trust:
 - Trust-Based Versus Power-Based Relationships
- Managing Conflict and Dispute Resolution;
- Negotiation Concepts, Styles and Tactics;
- Relationship Management in Practice;
- Case Study.

M4. Part 2: Global Supply Chain Management

- Supply Chain Management within the Global Perspective:
 - The Global Environment;
 - Opportunities and Barriers;
 - Factors Impacting Global Supply Chains.
- Global Market Challenges:
 - The Global Consumer;
 - Global Versus Local Marketing;
 - Cultural Challenges.
- Global Infrastructure Design;
- Cost Considerations;
- Political and Economic Factors;
- Case Study.

M4. Part 3: Lean Systems and Six Sigma Quality

- What Is Lean?
 - Lean Six Sigma;
 - Lean Philosophy;
 - Elements of Lean.
- Lean Production:
 - The Pull System;
 - Visual Signals;
 - Small Lot Production;
 - Uniform Plant Loading.
- Respect for People;
- Total Quality Management (TQM):
 - Voice of the Customer;
 - Costs of Quality;
 - Quality Tools;
 - ISO 9000.
- Statistical Quality Control (SQC):
 - Sources of Variation;
 - Process Capability;
 - Process Control Charts.
- Six Sigma Quality;
- The Lean Six Sigma Supply Chain;
- Case Study.

M4. Part 4: Sustainable Supply Chain Management

- Defining Sustainability:
 - Environmental and Social Sustainability;
 - Principles of Sustainability.
- Evaluating Sustainability Supply Chain Management ;
- Sustainability in Practice;
- Case Study.

Module 5 Modern Quality 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. Eigenbaum.
- 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.

Module 6 Advanced Procurement and Contract Management (Double Credit)

Procurement Management

M6. Part 1: Purchasing Scope and Development

- The Changing Role of Purchasing and Supply;
- Proactive Purchasing;
- Procurement Positioning;
- Total Acquisition Cost and Total Cost Ownership;
- Non-Manufacturing Organisations;
- The Supply Chain Concept;
- Purchasing Development;
- Best Practices in Strategic Supply Management.

M6. Part 2: Strategic Procurement and Supply Chain Management

- Strategic Procurement;
- The Concept of Strategy;
- The Mission Statement;
- Levels of Strategy;
- Category Management;
- Strategic Management;
- Strategic Analysis;
- Strategic Development;

- Strategic Implementation;
- Objectives for Purchasing;
- Strategies and Their Scope;
- Selecting a Strategy;
- Effective Supply and Market Strategy;
- Purchasing and Supply in the Different Types of Organization;
- Organisation of the Activity;
- Purchasing In the Organisation Structure;
- Purchasing Devolution;
- The Supply Chain;
- Improving Efficiency of the Supply Chain;
- Type of Supply Chain;
- Strategic Development of Purchasing.

M6. Part 3: Outsourcing

- Outsourcing;
- Outsourcing Methodologies;
- Outsourcing –Pitfalls;
- How to Avoid Pitfalls.

M6. Part 4: Quality Management

- What Is Quality?;
- Statistical Process Control;
- Taguchi Methods for the Off-Line Control of Quality;
- Failure Mode and Effect Analysis;
- Specification;
- Producing a Specification;
- Early Supplier Involvement;
- Concurrent Engineering;
- Standardisation;

- Supplier Assessment;
- Economics of Quality;
- Quality Circles;
- The Seven Wastes;
- Value Analysis/Value Engineering;
- Make-Or-Buy Decision.

M6. Part 5: Inventory Management

- Provisioning Systems;
- Order Quantities and Stock Control;
- Order Quantities for Production;
- Materials Requirements Planning (MRP);
- Manufacturing Resource Planning (MRP2);
- Distribution Resource Planning (DRP);
- Enterprise Resource Planning (ERP);
- Just-In-Time (JIT);
- Vendor Managed Inventory (VMI);
- Late Customisation.

Contract Management

M6. Part 6: Legal-Conceptual and Contextual Issues of Contracts

- What Constitutes a Contract
- The Evolution and Definition of The Modern Contract
- Contents of a Contract
- The Unwritten Contract
- Written Contract
- Psychological Contract

M6. Part 7: Contract Formulation

- Positive Factors of Contract Formulation;
- Negative Aspects of Contract Formulation;
- Initiation of a Legal Relations;
- The Formation of a Contract;
- Contract Terms;
- Exclusion Clauses;
- Express and Implied Terms of Contract;
- The Rights and Liabilities of Third Parties To The Contract;
- Assignment of Contractual Rights;
- Contracts and Third Parties.

M6. Part 8: Contract Negotiation, Agreement and Life

- Agreement and Offer;
- Offer Acceptance;
- Cessation of The Offer;
- Common Contract Errors ;
- Variation of Contracts, Promissory Estoppel and Waiver;
- Contract Privity or Mutual Interest;
- Contract Modification;
- Contract and Performance;
- Contract Demise;
- The Aftermath;
- Literal Performance;
- Exemption Clauses: The Common Law;
- The Fact of Agreement;
- Important Contract Considerations;
- Formalities;
- Factors That Vitiates or Impairs a Contract's Validity;
- The Enforceability of Agreements: Considerations and Alternatives.

M6. Part 9: Discharge of Contracts

- Contract Discharge by Performance and Breach;
- Contract Discharge by Mutual Agreement;
- Contract Discharge Through Misrepresentation;
- Contract Discharge by Duress;
- Contract Discharge for Breach;
- Discharge of an Illegal Contract;
- Contract Discharge Through 'Unfair Terms and Conditions'.

M6. Part 10: Remedies for Breach of Contract: Contract Resolution

- Damages for Breach of Contract;
- The common Law Remedy of Damages;
- Equitable Remedies and Limitation of Actions;
- Quasi-Contract and The Law of Restitution.

Module 7 Advanced Procurement Management: Applications, Electronic Systems (Double Credit)

M7. Part 1: Project Procurement

- Introduction to projects;
- Project Planning;
- Project Control;
- Subcontracting;
- Network Analysis.

M7. Part 2: Procurement of Commodities

- The Principal Commodities;
- Why Do Commodity Prices Fluctuate?;
- Price Stabilisation Scheme;
- The Role Of The Speculator;
- Hedging With Futures Contract;
- Some Buying Techniques;
- Indifference Prices;
- Traded Options.

M7. Part 3: International and Global Outsourcing

- Global Sourcing and International Procurement;
- Why Source Internationally?;
- Problems With International Sourcing;
- Incoterms 2000;
- Arbitration;
- Importing;
- How to Change;
- Transport;
- Customs;
- Countertrade.

M7. Part 4: Capital Procurement

- The Acquisition of Capital Equipment;
- What are Capital Items?;
- Leasing and Hiring of Capital Equipment;
- The Project Approach;
- Lifetime Costs;

- Investment Appraisal;
- Investment Appraisal Criteria.

M7. Part 5: Retail Procurement and Efficient Consumer Response (ECR)

- Retailing;
- Retailing Research;
- Supply Chains In Retailing;
- Electronic Point of Sale (EPOS);
- Merchandise Planning;
- Stock Analysis And Sales Analysis;
- Brands;
- Supplier Selection;
- Developments In The Retail Sector;
- Efficient Consumer Response.

M7. Part 6: Service Procurement

- What Is Meant by “Services”?;
- Special Factors;
- Procuring Public Relations (PR);
- How to Buy Legal Services;
- European Union Public Contracts Directive;
- Management in Service Provision.

M7. Part 7: Corporate Social Responsibility (CSR)

- CSR Concept;
- Public Accountability;
- Business Drivers for Socially Responsible Procurement;

- Social Accountability 8000 (SA8000).

E-Procurement Systems and Contract Management

M7. Part 8: E – Procurement Systems

- What Is E-Procurement?;
- The Benefits of E-Procurement;
- Complex Procurement;
- Reverse Auctions;
- The Current State of E-Procurement Initiatives;
- The Barriers;
- Measuring the Benefits of E-Procurement;
- What to Measure;
- Electronic Auctions (E-Auctions);
- The Electronic Commerce (EC Directive) Regulations 2002.

M7. Part 9: Contract Management and Performance Measurement

- Contract Management, Concept;
- Examples of Performance Metrics;
- Pitfalls of Traditional Performance Measure;
- Performance Measurement Effectiveness;
- Measuring Procurement Performance;
- Procurement as The Intelligent Customer;
- Benchmarking in Procurement and Supply;
- Reporting to Management;
- Administration Instructions;
- Disposing of Redundant Stock, Scrap or Waste.

Module 8 Enterprise Risk Management (Double Credit)

M8. Part 1: Understanding Risk and Risk Management

- Defining and Contextualising Risk:
 - Defining Risk;
 - Contextualizing Risk;
 - Formulating Risk Statement;
 - Perception And Calculation;
- Understanding Risk in an Organisation:
 - Model Towards Understanding Risk;
 - Enterprise Risk Management;
 - Risk – Classification.
- Pertinent Issues in Enterprise Risk Manage
 - 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;
 - Types of Damages;
 - “Res Ipsa Loquitur”;
 - Defenses in a Negligence Suit;
 - Human Resource Risks;
 - Review and Update.

M8. Part 2: The Risk Management Process (1)

- 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.

M8. Part 3: The Risk Management Process (2)

- Sequencing the Process:
 - 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'.
 - 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.
- Quantifying Financial Risk;
- Interest Rate Derivatives Market;
- Equity Risk;
- Identifying and Measuring Currency/Exchange Rate Risk;
- Measuring Currency or Exchange Rate Risk.

M8. Part 4: Risk, National Insurance and Social Security (1)

➤ National Insurance:

- What constitutes National Insurance?;
- 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
- Unemployment Benefits;
- Operationalising Unemployment Benefit Program: **The Ghanaian Example**;
- Problems Plaguing the Viability of National Insurance Viability:
 - ✚ Ageing Population;
 - ✚ Improved Longevity;
 - ✚ Increased Unemployment;
 - ✚ Increased PSBR;
 - ✚ Inflation; Stagnation and Deflation.
- Problem Resolution and their Sustainability

M8. Part 5: Risk, National Insurance and Social Security (2)

- Social Security Provision:
 - Possible Social Security Coverage:
 - ✚ Hospitalisation;
 - ✚ Approved Prescription Drug;
 - ✚ Unapproved Prescription Drugs;
 - ✚ Simple Surgery;
 - ✚ Complex Surgery;
 - ✚ Financial Position of the Social Security System.
 - Operationalising of Social Security: Growing Concerns;
 - Proposed Solutions to Pertinent Problems.
- Risk Mitigation Approaches:
 - Risk Elimination or Avoidance;
 - Risk Mitigation: Planning, Execution and Monitoring;
 - Risk Mitigation Approaches;
 - Underwriting Standards:
 - ✚ Definition of 'Underwriting Standards'.

M8. Part 6: Risk, National Insurance and Social Security (3)

- Insurance;
 - 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;
- ERM – Integrated Framework;
- ERM – Recent Loss Events;
- Agency Law;
- 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.
- Asset/Liability Management Hedging;
- Diversification.

M8. Part 7: Risk, National Insurance and Social Security (4)

- 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.

M8. Part 8: Financial Exposure as Risk

- Foreign Exchange Exposure
- Foreign Exchange Exposure vs. Foreign Exchange Risk
- Economic Exposure:
 - Channels of Economic Exposure;
 - 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.

M8. Part 9: Financial Risk and Unpredictability: Uncontrollable Environment Issues

- Asset Behavior and Pricing Implication;
- Video - Asset Management;
- Video – Sovereign Wealth Fund;
- Video – 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.

M8. 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.

M8. Part 11: Business Continuity: Disaster Recovery Planning (2)

- 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.

M8. Part 12: Business Continuity: Disaster Recovery Planning (3)

- Information as Asset;
- Recovery Site Alternatives;
- Recovery Site Agreements;
- Recovery Site Selection Criteria;
- Design Recovery Solution;
- Documents Needed by Design Recovery Team;
- Contact Information Needed;
- Evaluate Support;
- Emergency Operations Center;
- Create Data Backups;
- Create the Recovery Plan;
- Upstream Relationships;
- Downstream Relationships;
- Directing the Design Recovery Team;
- Steps After Recovery;

- Emergencies during Design Recovery;
- Identify Gaps in Design Recovery Plan;
- Identify Design Recovery Risks;
- Rehearsing the Design Recovery Plan;
- Applying Change Control;
- Manage/Document the Design Recovery;
- After the Design Recovery Test;
- Threat Determination;
- Threat Classification;
- Addressing Threats.

Synopsis of Diploma – Postgraduate, Postgraduate Diploma and Postgraduate Degree Regulation

Postgraduate Diploma and Diploma – Postgraduate: Their Distinction and Assessment Requirement

Delegates studying courses of 5-9 days' duration, equivalent to 30-54 Credit Hours (direct lecturer contact), will, on successful assessment, lead to the Diploma – Postgraduate. 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. Delegates and students who fail to gain the required level of pass, at Postgraduate Level will receive a Certificate of Attendance and Participation. The Certificate of Attendance and Participation will not count, for cumulative purpose, towards the Postgraduate Diploma.

Courses carry varying credit values; some being double credit, triple credit, quad credit and 5-credit, etc. These, therefore, accumulate to a Postgraduate Diploma. As is explained, later, in this document, a Postgraduate Diploma is awarded to students and delegates who have achieved the minimum of 360 Credit Hours, within the required level of attainment.

Credit Value and Credit Hours examples of Diploma – Postgraduate Courses are as follows:

Credit Value	Credit Hours
Single-Credit	30-36
Double-Credit	60-72
Triple-Credit	90-108
Quad-Credit	120-144
10-Credit (X36 Credit-Hours) to 12-Credit (X30 Credit-Hours)	360

Other Credit Values are calculated proportionately.

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, or Postgraduate Diploma, as appropriate.

In the case of Diploma – Postgraduate, a minimum of 70% overall pass is expected. In order to receive the Award of Postgraduate Diploma, candidate 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 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 Diploma and Postgraduate Degree Application Requirements

Applicants for Diploma – Postgraduate, Postgraduate Diploma and Postgraduate Degrees 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 make an assessment of the applicants' suitability for the Programme for which they have applied;
- If they are accepted on their Programme of choice, 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 Programme Tutor will contact him or her, by e-mail or telephone, welcoming him or her to HRODC Postgraduate Training Institute;
- Non-European Students will be sent immigration documentation, incorporating a Visa Support Letter. This letter will bear the applicant's photograph and passport details;
- Applicants will be notified of the dates, location and venue of enrolment and orientation;
- Non-UK students will be sent general information about 'student life' in the UK and Accommodation details.

Modes of Study for Postgraduate Diploma Courses

There are three delivery formats for Postgraduate Diploma Courses, as follows:

1. Intensive Full-time Mode (3 months);
2. Full-time Mode (6 month);
3. Video-Enhanced On-Line Mode.

Whichever study mode is selected, the aggregate of 360 Credit Hours must be achieved.

Cumulative Postgraduate Diploma Courses

All short courses can accumulate to the required number of hours, for the Postgraduate Diploma, over a six-year period from the 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. Twelve 5-day short courses, representing twelve credits or the equivalent of 360 Credit Hours are, therefore, required for the Award of Postgraduate Diploma.

A six-day course (Diploma – Postgraduate) is, therefore, equivalent to 36 hours Credit Hours, representing one credit. Therefore, ten short courses, of this duration, equates to the required 360 Credit Hours, qualifying for the Award of Postgraduate Diploma. While double-credit courses last between ten and fourteen days, triple-credit courses range from fifteen to nineteen days. Similarly, quad-credit courses are from sixteen to nineteen days. 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 two credits be attempted per year. This will ensure that the required number of credit hours for the Postgraduate diploma is achieved within the six-year time frame.

Progression to Postgraduate Degree – MA, MBA, MSc

- On the successful completion of the *Postgraduate Diploma*, students may register for the Postgraduate Degree, after their successful completion of Course #7: *Research Project: Design, Conduct & Report*.
- The students' Degree Registration Category will be dictated by the courses or modules studied at Postgraduate Diploma Level. The categories relate to Master of Business Administration (MBA); Master of Arts (MA) Master of Science (MSc); Executive Master of Business Administration (Executive MBA).

Specialism and Degree Award Titles

The title of the degree will be indicative of the specialism studied or its generalist nature, as exemplified below:

- Master of Science - Advanced Oil and Gas Accounting: International Petroleum Accounting (MSc Advanced Oil and Gas Accounting: International Petroleum Accounting);
- Master of Science - Accounting and Finance (MSc Accounting and Finance);
- Master of Science - Real Estate Management (MSc Real Estate Management);
- Master of Science - Tourism and International Relations (MSc Tourism and International Relations);
- Master of Science – Human Resource Training and Development Management (MSc HR Training and Development Management);
- Master of Business Administration (MBA);
- Executive Master of Business Administration (Executive MBA);
- Master of Business Administration – Finance (MBA Finance);
- Master of Business Administration – Accounting (MBA Accounting);

- Master of Arts - Human Resource Management (MA Human Resource Management);
- Master of Arts - Information and Communication Management (MA Information and Communication Management).

Dissertation: Topics, Supervision and Examination

- The knowledge and skills gained from the research methods course will enable students to formulate their research proposal.
- With the guidance of their research methods tutor, they will submit a Synopsis or Research Proposal
- On the approval of their synopsis, their Postgraduate Degree Registration will be formalised and they will, in earnest, begin their dissertation research.
- Students' choice of Dissertation area and topic must closely reflect their specialism and expected Award Title;
- The Postgraduate Degree Award Board, which will convene twice during each Academic Year, will determine whether the rules have been complied with, in this regard, and will, where necessary, change a registered Award Title, to reflect the reality of a programme choice;
- The length of the Dissertation will be between 15,000 and 20,000 words. Higher or lower limits will be accepted through special dispensation only, tabled through their Dissertation Supervisors;
- Students will each be assigned one Main Dissertation Supervisor, for formal tuition, and a Dissertation Mentor, who will provide them with informal advice, in conjunction with their Main Dissertation Supervisor;
- Each Dissertation Mentor will also mediate the relationship between the Student and his or her Dissertation Supervisor;
- Students' Viva Voce, or Oral, Examination will be conducted within 3 months of the submission of their Dissertation;
- The Dissertation Examination will be conducted by an External and an Internal Examiner;

- The External Examiner will be drawn from a recognized University and will be an Academic in the Discipline being examined, who is not otherwise associated with HRODC Postgraduate Training Institute;
- The Internal Supervisor will be an HRODC Postgraduate Training Institute's tutor, who is neither the Students' main Dissertation Supervisor or their Dissertation Mentor;
- The submission date of a Postgraduate Dissertation is expected to be within 12 calendar months of a candidate's initial registration for the Degree but can be extended, on application, to a period not exceeding 24 months;
- In the event that Students are not successful on their first attempt, they will be given the opportunity to make minor amendments to, or revise, their Dissertation, with the guidance of their Dissertation Supervisors.
- The maximum total submission and resubmission period should not exceed 36 calendar months from the date of first registration for a particular Postgraduate Degree;
- Additional details and general aspects of these regulations are contained in the document: *Postgraduate Degree - Dissertation Guidelines*.

Terms and Conditions

HRODC Policy Terms and Conditions Are Available for viewing at:

<http://www.hrodc.com/COSTS.htm>

Or Downloaded, at:

[http://www.hrodc.com/Brochure Download Centre.Company Brochures Seminar Brochures Seminar Schedule.htm](http://www.hrodc.com/Brochure%20Download%20Centre.Company%20Brochures%20Seminar%20Brochures%20Seminar%20Schedule.htm)

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

Prof. Dr. R. B. Crawford - Director HRODC Postgraduate Training Institute