

HRODC Postgraduate Training Institute

A Postgraduate - Only Institution



225

**Advanced Procurement Management and
Advanced Supply Chain Management**

Course or Seminar

Leading To:

**DIPLOMA - POSTGRADUATE IN
Advanced Procurement Management and Advanced
Supply Chain Management
(6-Credit)**

Accumulating to

POSTGRADUATE DIPLOMA

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

Wolverhampton (HQ) Address: 122A Bhylls Lane, Wolverhampton, WV3 8DZ, United Kingdom Telephone: +44 (0) 1902 763 607 +44 (0) 1902 589 133 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
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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

Course Coordinator:

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

- Doctor of Philosophy {(PhD) (University of London)};
- MEd. Management (University of Bath);
- Advanced Dip. 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;
- Fellow of the Institute of Management Specialists;
- Human Resources Specialist, of the Institute of Management Specialists;
- Member of Academy of Management (MAoM), within the following Management Disciplines:
 - Human Resources;
 - Organization and Management Theory;
 - Organization Development and Change;

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- Research Methods;
 - Conflict Management;
 - Organizational Behavior;
 - Management Consulting;
 - Gender & Diversity in Organizations; and
 - Critical Management Studies.
- 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);
 - Life Member of Malaysian Institute of Human Resource Management (LMIHRM);
 - Member of ResearchGate Community;
 - Member of Convocation, University of London;
 - Professor HRODC Postgraduate Training Institute.

Prof Crawford was an Academic at:

- University of London (UK);
- London South Bank University (UK);
- University of Greenwich (UK); and
- University of Wolverhampton (UK);

For Whom This Course is Designed

This Course 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;
- Project Managers;
- Distribution Centre Supervisors;
- Manufacturers and Industries;
- Academicians, Researchers, NGOs and Practitioners;
- Those who interface with the logistics function and/or any aspect of the supply chain;
- Those who need to develop their understanding about Logistics and Supply Chain Management;
- Those who are looking for business gains and benefits from managing their supply chains more effectively.

Duration: 6 Weeks

Cost: £30,000.00 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.

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:

- HRODC Postgraduate Training Institute's **Leather Conference Folder**;
- HRODC Postgraduate Training Institute's **Leather Conference Ring Binder/ Writing Pad**;
- HRODC Postgraduate Training Institute's **Key Ring/ Chain**;
- HRODC Postgraduate Training Institute's **Leather Conference (Computer – Phone) Bag** – Black or Brown;
- HRODC Postgraduate Training Institute's **8GB USB Flash Memory Drive**, with Course Material;
- HRODC Postgraduate Training Institute's **Metal Pen**;
- HRODC Postgraduate Training Institute's **Polo Shirt**.

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

Location: Central London and International Locations

Advanced Procurement and Supply Chain Management Leading to Diploma-Postgraduate in Advanced Procurement and Supply Chain Management (6-Credit)

Module 1 Advanced Procurement Management

Course Objectives

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

- Discuss the scope of purchasing;
- Identify the purchasing cycle concept;
- Discuss purchasing and supply as a service activity;

- Discuss the changing role of purchasing and supply;
- Explain how purchasing might develop from an independent function to an integrated activity;
- Identify the internal and external influences which have affected the evolution of purchasing;
- Examine the 'total acquisition cost' concept;
- Consider the adoption of relationships based on mutual benefits as an alternative to the traditional transactional, adversarial approach;
- Highlight the evolution of concepts relating to purchasing development;
- Identify key practices encountered in developed strategic purchasing;
- Provide mini-case studies demonstrating how companies are developing their purchasing functions;
- To explain the growth in the strategic role of procurement, purchasing and supply;
- Explain the concept of strategic management;
- Identify various forms of purchasing strategy aimed at gaining competitive advantage and to examine influences on strategic choice;
- Examine the issues of how decentralized v. Centralized departmental organisations and support services affect the structure of the purchasing team;
- Appreciate the importance of purchasing within the organization's structure;
- Consider the placing of purchasing in various types of organisations;
- Consider the central role of contract management in the virtual organisation;
- Discuss the concept of outsourcing;
- Highlight the basics of a best practice approach to outsourcing, including outsourcing methodologies;
- Outline the pitfalls of outsourcing;
- Outline the use of service level agreements (SLAs);
- Indicate the move away from quality control (inspection techniques) towards quality assurance (prevention of defective work);
- Discuss statistical process control (SPC) and off-line control;
- Introduce the concept of failure mode and effect analysis;
- Examine the different approaches to producing a specification and the role of value analysis, including the idea of early supplier involvement;

- Consider the fact that total quality management requires the involvement of all suppliers and subcontractors, ideally at an early stage, and to outline the concept of concurrent engineering;
- Comment on the benefits of standardisation ;
- Introduce the standards BS EN ISO 9000 on quality assurance;
- Discuss Value analysis (VA) and Value engineering (VE);
- Comment on the economics of quality;
- Identify what drives make-or-buy decisions;
- Consider provisioning systems for stock and production purposes;
- Examine positive and negative reasons for holding stock and approaches to reducing inventories;
- Identify methods of stock control and their application;
- Explain the EOQ concept;
- Discuss the usefulness and limitations of forecasting in the supply context;
- Develop an appreciation of MRP, MRP2, DRP and ERP systems;
- Discuss ‘just-in-time’ and related philosophies;
- Explain late customization as a provisioning policy;
- Emphasize the importance of responsiveness to customer needs;
- Consider differing perceptions of ‘lead time’;
- Explain the importance of lead time variability;
- Outline the component parts of lead times;
- Explain the need for expediting, how it is prioritised and organised and how it can be reduced;
- Introduce network analysis and GANTT charts;
- Consider the inclusion of liquidated damages, penalty and force majeure clauses in a contract;
- Suggest the attributes of a good supplier;
- Examine the ‘relationships spectrum’, and the move towards more mutuality in appropriate buyer/seller relationships;
- Discuss the advantages and disadvantages of different procurement policies;
- Examine the factors influencing pricing decisions;
- Compare ‘price analysis’ with ‘cost analysis’;
- Analyse the ways in which major contracts might be priced;

- Explain contract price adjustment clauses;
- Explain the use of incentive clauses in relation to price and cost;
- Explain the effect of the 'learning curve' on the cost of production;
- Understand negotiating as a 'mutuality of wants, resolved by exchange';
- Identify the activities carried out during the different stages of negotiation;
- Analyze the characteristics of a skilled negotiator;
- Recognize the key points of discussion stage behaviour and recognise negotiating ploys;
- Introduce the concept of body language and how it can be interpreted; and
- View how negotiating technique is influenced by long-term interests.

Course Contents, Concepts and Issues

M1-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.

M1-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.

M1-Part 3: Outsourcing

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

M1-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.

M1-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.

M1-Part 6: Lead Time and Time Compression

- Time and Competitive Advantage;
- On-Time Delivery;
- Expediting;
- Liquidated Damages.

M1-Part 7: Sourcing Strategies and Relationship

- The Nature of the Sourcing Decision;
- Attributes of a Good Supplier;
- Different Types of Sourcing;
- Sourcing Decisions;
- The Sourcing Process;
- Source Location;
- Sources of Information on Potential Suppliers;
- Supplier Evaluation;
- The Right Relationship;
- Other Aspects of Outsourcing;
- Partnering;
- Tiering of Suppliers.

M1-Part 8: Price and Total Costs of Ownership

- Factors Affecting Pricing Decisions;
- How Buyers Obtain Prices;
- Auctions;
- Price Analysis and Cost Analysis;
- Pricing Major Contracts;
- Investment Appraisal;
- Learning Curves and Experience Curve.

M1-Part 9: Negotiations

- Negotiation;
- Negotiating Skills;
- Preparation;
- The Introductory Stage;
- Discussion Stage;

- Agreement Stage;
- The Post-Negotiation Stage;
- Competition and Co-Operation in Negotiation;
- Body Language;
- Negotiation Strategies;
- Negotiation Mix.

M1-Part 10: Internal Control

- An Overview of Internal Control;
- What Is Internal Control?;
- Internal Control and Accounting System;
- Management’s Responsibility for Internal Control;
- The Need for Internal Control;
- Financial and Administrative Control;
- Principles of Internal Control;
- Elements of an Internal Control System;
- Features of a Sound Internal Control System;
- Organisational Structure;
- Levels of Authority;
- Reporting System;
- Employment Procedures;
- Reliable Procedures;
- Segregation of Operating and Accounting Functions;
- Limitations of Internal Control;
- Application of an Internal Control System in a Small Business;
- Fraud.

Module 2 Advanced Supply Chain Management

Course Objectives

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

- Define “supply chain management” and the activities involved;
- Identify the flows through a supply chain and explain the bullwhip effect;
- Describe the rise of supply chain management and its global implications;
- Describe the characteristics of a competitive supply chain;
- Identify and explain key trends that drive today's supply chains;
- Define supply chain strategy and explain how it supports the business strategy;
- Explain how proper supply chain design can create a competitive advantage;
- Identify and explain the components of a supply chain strategy;
- Explain differences in supply chain design based on organizational competitive priorities;
- Explain how productivity can be used to measure competitiveness;
- Describe the supply chain as a system of processes;
- Understand how to manage processes across the supply chain;
- Explain system constraints and variation in managing a supply chain network;
- Describe the stages of supply chain integration;
- Describe key factors in designing a supply chain structure;
- Explain enterprise resource planning (ERP) as a system integration technology;
- Define marketing and explain its role in supply chain management;
- Describe how market segmentation impacts supply chain design;
- Describe the tools of customer relationship management (CRM);
- Explain the voice of the customer (VOC) and quality function deployment (QFD);
- Explain channels of distribution and their role in supply chain management;
- Explain the impact of e-commerce on channels of distribution and the supply chain;
- Define operations management (OM) and explain its role in the supply chain;
- Describe operations decisions and explain how they impact supply chain management (SCM);
- Explain product and process design, and their impact on supply chain operations;

- Describe categories of facility layouts, and their link to process design and the supply chain;
- Describe the process of line balancing in designing product layouts;
- Explain the role of process automation in layout design;
- Define sourcing and explain the differences between purchasing, strategic sourcing, and supply management;
- Explain the impact of the sourcing function on the organization and the supply chain;
- Describe the sourcing process;
- Explain characteristics of different types of sourcing engagements;
- Explain how to measure sourcing performance;
- Define logistics and explain its impact on supply chain management;
- Identify and describe key logistics tasks;
- Explain reverse logistics and its challenges;
- Explain differences between modes of transportation;
- Explain the role of warehousing on logistics and describe cross-docking;
- Explain the role of third-party-logistics (3PL) providers;
- Explain the impact of forecasting on supply chain management;
- Describe the forecasting process;
- Identify key qualitative and quantitative forecasting models;
- Generate forecasts using quantitative models;
- Explain how to measure forecast accuracy;
- Describe methods of collaborative forecasting and demand planning;
- Describe different types of inventory, their uses and costs;
- Explain inventory systems and ordering policies;
- Understand how to compute order quantities, reorder points, and safety stock;
- Differentiate between independent and dependent demand;
- Understand practical issues of managing supply chain inventories;
- Explain ABC inventory classification and vendor managed inventory (VMI);
- Describe Lean and Six Sigma, and explain the benefits of “Lean Six Sigma;”
- Identify elements of the Lean philosophy;
- Explain Lean production;
- Explain Total Quality Management (TQM);
- Explain Statistical Process Control (SQC);

- Describe the Lean Six Sigma supply chain;
- Explain the importance of relationships to SCM;
- Identify categories of supply chain relationships and their defining dimensions;
- Explain the differences between transactional-based and relational-based relationships;
- Describe the development and management of trust-based relationships;
- Explain different causes of conflict between supply chain members;
- Describe methods of dispute resolution and negotiation;
- Describe the global supply chain environment and identify key impact factors;
- Explain market and cultural challenges that impact global supply chains;
- Describe global infrastructure challenges and role of technology;
- Identify key cost and non-cost considerations in managing global supply chains; and
- Describe key political factors and non-tariff barriers that impact global supply chain management.

Course Contents, Concepts and Issues

M2-Part 1: Principles 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: Network and System Design

- 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.

M2-Part 5: Operations Management

- Conceptualising Operations Management (OM):
 - The OM 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.

M2-Part 6: 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.

M2-Part 7: Logistics

- What Is Logistics?:
 - The Logistics Function;
 - Evolution of Logistics;
 - Impact on the Organization;
 - Impact on the Supply Chain;
 - Reverse Logistics.
- Logistics Tasks:
 - Transportation;
 - Storage;
 - Material Handling;
 - Packaging;
 - Inventory Control;
 - Order Fulfillment;
 - Facility Location.
- Transportation:

- Truck;
 - Water;
 - Air;
 - Rail.
- Warehousing;
 - Third-Party Logistics (3PL) Providers;
 - Case Study.

M2-Part 8: 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.

M2-Part 9: Inventory Management

- Understanding Inventory Management:
 - What is Inventory?;
 - Reasons for Carrying Inventory;

- Types of Inventory;
- Inventory Costs.
- Inventory Systems:
 - Fixed-Order Quantity System;
 - Fixed-Time Period System;
 - Comparing Fixed-Order Quantity vs. Fixed-Time Period Systems.
- Independent vs. Dependent Demand;
- Managing Supply Chain Inventory.

M2-Part 10: 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.

M2-Part 11: 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.

M2-Part 12: 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.

M2-Part 13: Sustainable Supply Chain Management

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

Diploma – Postgraduate Short Course, and Postgraduate Diploma Programme, Regulation

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 Diploma. A Postgraduate Diploma represents a Programme of Study, leading to an Award bearing that title prefix. We, therefore, refer to our short-studies as 'Courses', while the 'longer-studies', are regarded as Programmes. However, both study-durations are often referred to 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 credits, 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.

Delegates studying courses of 5-9 days' duration, equivalent to 30-54 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 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, 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, 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 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 and Postgraduate Diploma Application Requirements

Applicants for Diploma – Postgraduate – 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 for Postgraduate Diploma Courses

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

1. Intensive Full-time (Classroom-Based) Mode (3 months). This duration is based on six hours' lecturer-contact per day, five days (30 hours) per week;
2. Full-time (Classroom-Based) Mode (6 month). This duration is based on two and a half days' lecturer-contact, equivalent to fifteen hours, per week;
3. Video-Enhanced On-Line Mode. This mode is achieved in twenty (20) weeks, 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, is 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 approximately 60 Specialist Postgraduate Diploma Programmes. Accumulate short courses, over a 6-year period, towards a 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 the classroom-based course;

- 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.

20-Week Video-Enhanced Online Postgraduate Diploma

You might study an Online Postgraduate Diploma Course, in 20 weeks, in the comfort of your homes, through HRODC Postgraduate Training Institute's Video-Enhanced Online Delivery. We will deliver the 360 hours 'Direct-Lecturer-Contact', as is required by our Institute's Regulation, within the stipulated 20 weeks. We aim to fit the tuition around your work and leisure, thereby enhancing your effective 'Life-Style Balance', at times convenient to you and your appointed tutor.

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, 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 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.

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	Diploma – Postgraduate (6-Credit)
7-Credit	210-234	Diploma – Postgraduate (7-Credit)
8-Credit	240-264	Diploma – Postgraduate (8-Credit)
9-Credit	270-294	Diploma – Postgraduate (9-Credit)
10-Credit	300-324	Diploma – Postgraduate (10-Credit)
11-Credit	330-354	Diploma – Postgraduate (11-Credit)
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		

Accumulated Postgraduate Diploma Award Titles

All Specialist 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 Diploma in Aviation Management;**
- 3. Postgraduate Diploma in Business Communication;**

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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.

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4. **Postgraduate Diploma in Corporate Governance;**
5. **Postgraduate Diploma in Costing and Budgeting;**
6. **Postgraduate Diploma in Client or Customer Relations;**
7. **Postgraduate Diploma in Engineering and Technical Skills;**
8. **Postgraduate Diploma in Events Management;**
9. **Postgraduate Diploma in Health and Safety Management;**
10. **Postgraduate Diploma in Health Care Management;**
11. **Postgraduate Diploma in Human Resource Development;**
12. **Postgraduate Diploma in Human Resource Management;**
13. **Postgraduate Diploma in Information and Communications Technology (ICT);**
14. **Postgraduate Diploma in Leadership Skills;**
15. **Postgraduate Diploma in Law – International and National;**
16. **Postgraduate Diploma in Logistics and Supply Chain Management;**
17. **Postgraduate Diploma in Management Skills;**
18. **Postgraduate Diploma in Maritime Studies;**
19. **Postgraduate Diploma in Oil and Gas Operation;**
20. **Postgraduate Diploma in Oil and Gas Accounting;**
21. **Postgraduate Diploma in Politics and Economic Development;**
22. **Postgraduate Diploma in Procurement Management;**
23. **Postgraduate Diploma in Project Management;**
24. **Postgraduate Diploma in Public Administration;**
25. **Postgraduate Diploma in Quality Management;**
26. **Postgraduate Diploma in Real Estate Management;**
27. **Postgraduate Diploma in Research Methods;**
28. **Postgraduate Diploma in Risk Management;**
29. **Postgraduate Diploma in Sales and Marketing;**
30. **Postgraduate Diploma in Travel, Tourism and International Relations.**

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

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Prof. Dr. Ronald B. Crawford
Director
HRODC Postgraduate Training Institute