

# HRODC Postgraduate Training Institute



**A Postgraduate - Only Institution**



**164**

**Corporate Governance, Financial Risk Management and Investor Relations**

**Course or Seminar**

**Leading To:**

**DIPLOMA - POSTGRADUATE IN**

**Corporate Governance, Financial Risk Management and Investor Relations (Quad 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.E. Crawford - Director HRODC Postgraduate Training Institute**

PhD (London), MEd.M. (Bath), Adv. Dip. Ed. (Bristol), PGCE (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. 10017585  
UKRLP Verification: <http://www.ukrlp.co.uk>  
Postgraduate Full-Time and Short Courses  
London, UK & International Locations

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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)};
- M.Ed. 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:**

- Chief Executives;
- Company Directors;
- Government Ministers;
- Government Advisors;
- Industrial Advisers;
- Industrial Administrators;
- Industrial Engineers;
- Industrial Engineers;
- Industrial Planners;
- Industrial Researchers;
- Fund Holders;
- Pension Fund Managers;
- Corporate Investors;
- Individual Investors;
- Venture Capitalists;
- Senior Administrators;
- Managers;
- Supervisors;
- Team Leaders;
- Corporate Secretaries;
- Those interested in Corporate Functions and Corporate Affairs.

**Duration:1 Month(20 Days)**

**Cost:£20,000.00Per 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**

## **Corporate Governance, Financial Risk Management and Investor Relations**

**Leading to Diploma-Postgraduate in Corporate Governance, Financial Risk Management and Investor Relations**

### **Course Objectives**

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

- Define corporate governance in relation to the processes, customs, policies, laws and institutions affecting the way a corporation is directed, administered or controlled.
- Relate corporate governance to the relationships that persists between internal and external stakeholders, particularly in relation to the establishment of organisational goals and objectives;
- Demonstrate a heightened understanding of the organisation's responsibility and accountability to its shareholders as primary stakeholders;
- Exhibit a heightened awareness of the organisation's accountability to its Board of Directors;
- Accurately locate an organisation's management and workers within the 'internal-external-stakeholder-spectrum';
- Distinguish between winding up or insolvency, Bankruptcy, Receivership, and Administration;
- Demonstrate an understanding of the difference that exists between ordinary and preference shares;
- Assess the implications of the 'Receivership' of a company for its statutory, primary and secondary creditors;
- Explain the order in which the proceeds of a company's assets will be distributed among its creditors, in the event of it falling into 'Receivership';
- Exhibit an understanding of what constitutes the rights and equitable treatment of shareholders;



- Explain how the interests of secondary stakeholders can be preserved;
- Outline the roles and responsibilities of the Board of Directors;
- Outline salient steps that can be taken to preserve an organisation's integrity;
- Establish the array of issues that are enshrined in a company's ethical behaviour;
- Determine the importance of operational 'transparency' in the face of the regulatory authorities' demand and in the enhancement of shareholder and client confidence;
- Construct a business plan that will be attractive to investors and fund managers;
- Illustrate how a well-constructed Business Plan might be used to Attract Investors and 'Fund Holders';
- Explain why particular 'aspects' should be included in the Business Plan, to enhance its effectiveness;
- Provide guidance to entrepreneurs on how to adapt a business plan to meet changing circumstances, without losing its focus;
- Provide 'contingencies' based on differing business scenarios;
- Propose varying definitions of an organisation;
- Demonstrate an understanding of the bases of organisational typologies;
- Define, with examples, social organisations;
- Distinguish between business and non-business organisations;
- Define objectives, generally;
- Distinguish between primary and secondary objectives;
- Distinguish between business objectives and social objectives;
- Exhibit the extent to which social objectives enhance business objectives;
- Demonstrate an understanding of the objective hierarchy;
- Demonstrate their understanding of the relationship between organisational tasks and objectives;
- Explore the bases for 'division of work/ labour' in organisations and their relation to organisational effectiveness;
- View the process of delegation in relation to 'leasing';
- Outline the value of delegation to the 'delegate';
- Highlight the developmental opportunities that delegation provides for subordinates;
- Exhibit a heightened knowledge of the support that managers should provide to 'delegates', to enhance the performance of their roles;

- Provide advice to managers on the extent to which delegation should relate to the 'informal management succession';
- Explain the degree to which a formal management succession chart can enhance the effectiveness of the process of delegation;
- Outline the importance of individual readiness in the success of the delegation process;
- Suggest effective means by which internal promotion should be handled;
- Demonstrate an understanding of the issue of 'responsibility' and how it translates in superior-subordinate relationships in organisations;
- Provide a working definition of accountability;
- Explain the issue of accountability, in relation to the organisational hierarchy;
- Distinguish between internal and external organisational accountability;
- Define accountability in relation to the control and allocation of resources, internally and externally;
- Address the extent to which external organisational accountability affect internal organisational dynamics;
- Explain the way in which the organisation is accountable to its owners (partners, shareholders) or sponsors and the negative implications that they can yield if their expectations are not met;
- Exhibit a heightened understanding of the ways in which the organisation is accountable to its clients/users and customers, their expectations, and the effort the organisation can make to meet their expectations, so as to avoid negative consequences of any deficiency;
- Provide the rationale for the organisation's accountability to its creditors, their expectations, possible negative consequences for non-compliance, and the steps that a company should take to adhere to them;
- Provide real examples of the relationship that an organisation has with its sector or industry, the requirements to adhere to codes of practice and the 'business case' for their adherence to established expectations;
- Explain the different statutory agencies to which an organisation is accountable, providing advice regarding how the organisation can benefit from co-operating with them, in relation to their requirement and expectations;
- Define authority generally but also with specific relation to superior-subordinate relationship;



- Expound the facet of authority, providing practical examples;
- Explain how the second facet of authority might be enhanced and the responsibility that managers have to their subordinates, in relation to their organisational positions and roles;
- Explain traditional authority and how it translates to organisational relationships;
- Demonstrate their understanding of legitimate authority and how managers can provide help to their subordinates, in this regard;
- Offer advice to managers regarding the aversion or reduction of conflict the 'Legal-Professional Authority' mix pose, so as to enhance organisational effectiveness;
- Demonstrate an understanding of the concept of power and how it might be applied for the benefit of the organisation;
- Identify sources of power in organisation and their implications for effective management and organisational control;
- Exhibit an understanding of the different power centres that exist in an organisation and, their legitimacy and effect on organisational stability and flexibility to respond effectively to a crisis;
- Illustrate the symbiotic relationship between power and authority, in relation to 'managerial leaders' in the performance of their organisational roles;
- Determine the most appropriate legal form for particular entrepreneurial setting;
- Illustrate the problems and benefits of different legal form of companies;
- List the pertinent factors that are associated with a choice of legal status of a company;
- Outline the legal requirement for company formation, as it pertains to their particular country;
- Indicate, accurately, the statutory reporting requirements of a company, based on its legal status and in relation to their specific country;
- Suggest the general statutory accounting requirement of a company in their country and the factors that determine these requirements;
- Demonstrate the relationship between a company's legal status and its accounting reporting requirement, and the rationale on which this demand is based;
- Indicate the legal requirement associated with International Trade in their own country;
- Address the implications of National, Regional and International Embargo on Import and Export and Service Dispensation.

## Course Contents, Concepts and Issues

### Part 1: Functions of Management: Salient Issues (1)

- Profiling Managers at different organisational levels;
- Planning;
- The Planning Hierarchy;
- Difference Between Strategic, Tactical and Operational Plans;
- Standing Plan;
- Organising;
- Organisational Structure and Design;
- Effective organising;
- Division of Work;
- Departmentalising;
- Establishing Vertical and horizontal relationships and formal communication channels;
- Establishing the mechanism whereby the organisational activities can be co-ordinated.

### Part 2: Functions of Management: Salient Issues (2)

- Desirable level of specialisation;
- Level of worker autonomy and managerial control;
- Levels of Managerial Control & Worker Autonomy;
- Span Of Management/Control or Span of Management;
- Degree of decision-making and operational centralisation or decentralisation;
- Tall or Flat Structure;
- Directing/Leading;
- Co-ordinating;
- Mutual adjustment - with informal communication;
- Direct supervision;
- Standardisation of work Process;
- Standardisation of input - skills, knowledge and attitudes;

- Standardisation of output;
- Controlling;
- The Management of Quality.

### Part 3: Key Principles of Corporate Governance

- Defining corporate governance;
- Exploring corporate governance and the relationships between internal and external stakeholders;
- The organisation's responsibility and accountability to its shareholders;
- The organisation's accountability to its Board of Directors;
- Making 'sense' of the 'internal-external-stakeholder-spectrum';
- The difference between ordinary and preference shareholders;
- Distinguishing between winding up or insolvency, Bankruptcy, Receivership, and Administration;
- Assessing the implications of the 'Receivership' of a company for its statutory, primary and secondary creditors;
- Rules for distributing the proceeds of a company's assets in 'Receivership';
- Rights and equitable treatment of shareholders: Interests of other stakeholders;
- Recognising the organisation's legal obligations to all legitimate stakeholders;
- Role and responsibilities of the board;
- Integrity and ethical behaviour: Disclosure and transparency.



## Part 4: The Business Plan: A Guide to Entrepreneurs and Investors

- The Business Plan: A Guide To Entrepreneurs and Investors;
- The Business Plan as A Guide to the Entrepreneur;
- Using the Business Plan to Attract Investors and ‘Fund Holders’;
- What Should Be Included in the Business Plan;
- Tweaking The Business Plan Without Losing the ‘Focus’;
- Establishing Contingency: The Most Unlikely Scenario.

## Part 5: Internal and External Organisational Analysis (1)

- Organisation: A Definition;
- Organisational typologies;
- Social Organisations;
- Business and Non-business organisations: A Distinction;
- Organisational Objectives;
- Social Objectives;
- Business Objectives;
- The objective hierarchy;
- Tasks;
- Division Of Work/Labour;
- Delegation;
- Responsibility;
- Accountability;
- Internal Organisational Accountability.

## Part 6: Internal and External Organisational Analysis (2)

- External Organisational Accountability;
- Accountability to owners/sponsors;
- Accountability to clients/users/customers;
- Accountability to Creditors;

- Accountability to Sector or Industry;
- Accountability to the State;
- Authority;
- The first facet of authority relates;
- The second facet of authority relates;
- Traditional authority;
- Legitimate authority;
- Professional authority;
- Power;
- Organisational power sources;
- Organisational Power centres.

## Part 7: Company Formation and Legal Status: Important Corporate Issues

- Company Formation and Legal Status: Important Corporate Issues;
- Company legal status categorisation;
- Factors associated with a choice of legal status of a company;
- Issues in favour of and mitigating against particular legal status;
- Legal requirement for company formation;
- Company legal status and reporting requirement;
- Company legal status and accounting requirement;
- Company legal status and accounting reporting;
- International trade and legal requirement;
- Import and Export VS National, Regional and International Embargo.

## Part 8: Risk Management and Corporate Governance: An Introduction (1)

- Risk: A Working Hypothesis;
- Defining Risk – Generally;
- Financial Risk: A Plausible Definition;
- Financial Risk in an Organisational Setting;
- Financial Risk and ‘Market Dynamics’;

- Liquidity Risk;
- Operating Risk;
- Fraud Risk;
- Settlement Risk;
- Corporate Strategy and Risk Management;
- The Currency Derivatives Market;
- Financial Risk and Unpredictability: Uncontrollable Environmental Issues;
- Asset Behaviour and Pricing Implications.

## Part 9: Risk Management and Corporate Governance: An Introduction (2)

- Credit and Counterparty Risk;
- The Legal and Political Risk Environments;
- Risk as an Economic Factor;
- Technological Risk Factor;
- Risk associated with Socio-Cultural Change;
- Financial Risk Settings: A Meta-Analytical Exploration;
- Risk in Financial Institutions;
- Banking Risk;
- Risk and the Currency Market;
- Risk and the Equity Market;
- Futures Market Risk;
- Financial Exposure as Risk: An Introduction;
- Economic Exposure;
- Transaction Exposure;
- Translation Exposure;
- Calculating Risk in Financial Exposure.



## Part 10: Introduction to Investor Relations

- What Is Investor Relations?;
- The Investor Relations Officers;
- The Investor Relations Staff;
- The Investor Relations Funding.

## Part 11: The Value Proposition

- Concept of the Value Proposition;
- Background Research;
- How to Formulate Value Proposition;
- Too Much Market Share, Problems;
- Seasonality, Problems;
- Communication of Risk Mitigation;
- Effects of a Negative Reputation;
- Communication of the Value Proposition;
- The Link between Value Proposition and Corporate Strategy.

## Part 12: Communication

- The Press Release:
  - Its Importance;
  - Timing of announcements;
  - Regulating the amount of information;
  - ‘Use of Language’;
  - Knowing which side to pay;
  - Gaining maximum positive impact.
- The Earnings Press Release;
- The Annual Report;
- The Fact Sheet;
- Conference Presentations and Discussions;

- Newspapers and Related Media;
- Other Forms of Communication;
- The Communication Review Process;
- The Communications Calendar;
- The Communications Mailing List;
- Dealing with Negative News.

### Part 13: The Earnings Call

- Earnings Call Attendees;
- Earnings Call Logistics;
- Structure of the Earnings Call;
- The Question and Answer Session;
- Variations of Earnings Call;
- Earnings Call Bad Behaviour.

### Part 14: Guidance

- The Case for Guidance;
- Guidance Strategy;
- Communicating Guidance;
- The Preannouncement;
- Guidance Schedule;
- Aggressive Guidance;
- The Consensus Earnings Estimate;
- No Guidance Issuance.

### Part 15: Forward-Looking Statement; Buying and Selling

- The Safe Harbor;
- The Cautionary Statement.
- The Sell Side:

- The Analyst;
  - The Stockbroker;
  - The Investment Banker.
- The Buy Side:
- The Institutional Investor;
  - The Buy Side Analyst;
  - The Hedge Fund;
  - Sovereign Wealth Funds;
  - The Individual Investor;
  - The Foreign Investor;
  - Investment Clubs.

## Part 16: Stock Exchange

- The Big Bang: A move from the Stock Market to the Stock Exchange;
- The Operation of Stock Exchanges;
- Trading on the Stock Exchange;
- Win or Lose on the stock Exchange;
- Investors' Place on the Stock Exchange.

## 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 1<sup>st</sup> of each month, with the cut-off date being the 20<sup>th</sup> 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.

<b>Examples of Postgraduate Course Credits: Their Value, Award Prefix &amp; Suffix – Based on 5-Day Multiples</b>		
<b>Credit Value</b>	<b>Credit Hours</b>	<b>Award Title Prefix (&amp; Suffix)</b>
<b>Single-Credit</b>	<b>30-54</b>	<b>Diploma - Postgraduate</b>
<b>Double-Credit</b>	<b>60-84</b>	<b>Diploma – Postgraduate (Double-Credit)</b>
<b>Triple-Credit</b>	<b>90-114</b>	<b>Diploma – Postgraduate (Triple-Credit)</b>
<b>Quad-Credit</b>	<b>120-144</b>	<b>Diploma – Postgraduate (Quad-Credit)</b>
<b>5-Credit</b>	<b>150-174</b>	<b>Diploma – Postgraduate (5-Credit)</b>
<b>6-Credit</b>	<b>180-204</b>	<b>Diploma – Postgraduate (6-Credit)</b>
<b>7-Credit</b>	<b>210-234</b>	<b>Diploma – Postgraduate (7-Credit)</b>
<b>8-Credit</b>	<b>240-264</b>	<b>Diploma – Postgraduate (8-Credit)</b>
<b>9-Credit</b>	<b>270-294</b>	<b>Diploma – Postgraduate (9-Credit)</b>
<b>10-Credit</b>	<b>300-324</b>	<b>Diploma – Postgraduate (10-Credit)</b>
<b>11-Credit</b>	<b>330-354</b>	<b>Diploma – Postgraduate (11-Credit)</b>
<b>12-Credit</b>	<b>360</b>	<b>Postgraduate Diploma</b>
<b>360 Credit-Hours = Postgraduate Diploma</b>		
<b>12 X 5-Day Courses = 360 Credit-Hours = Postgraduate Diploma</b>		
<b>10 X 6-Day Courses = 360 Credit-Hours = Postgraduate Diploma</b>		

## Accumulated Postgraduate Diploma Award Titles

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**Prof. Dr. R.E. Crawford - Director HRODC Postgraduate Training Institute**

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

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

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