

HRODC Training Institute



Course # 72

On-Line Postgraduate Programme

Corporate Governance: Principles and Practice

Course or Seminar

Leading To

DIPLOMA - POSTGRADUATE IN

Corporate Governance

Progressing To a Masters Degree

MBA – MSc – MA

HRODC Postgraduate Training Institute - UKRLP Registration

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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, MISGS. Visiting Prof. P.U.P.

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COURSE CO-ORDINATOR:

Prof. Dr. R. B. Crawford

- PhD (London),
- MEd. M. (Bath),
- Adv. Dip. Ed. (Bristol),
- PGCIS (TVU),
- ITC (UWI),
- 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,
- MSCOS
- Visiting Professor Polytechnic University of the Philippines - PUP

Typical Course Duration: 6 Months

COST 6 days:

- **£2,680.00** + VAT For Non-UK Students
- **£2,412.00** + V.A.T. For UK Students

Course Cost includes:

- Course Guide and Supplement,
- Course Material
- On-line Support
- Available Learning Resources
- Assessment over 6 month's period
- Reassessment over 6 month's period
- HRODC Diploma – Postgraduate
- Dissertation cost includes Reexamination and Revision over a 3-year period from 1st Registration.

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Module: 1

Functions of Management: An Introduction

Content, Concepts and Issues

1. Profiling Managers at different organisational levels
2. Planning
3. The Planning Hierarchy
4. Difference Between Strategic, Tactical and Operational Plans
5. Standing Plan
6. Organising
7. Organisational Structure and Design
8. Effective organising
9. Division of Work
10. Departmentalising
11. Establishing Vertical and horizontal relationships and formal communication channels
12. Establishing the mechanism whereby the organisational activities can be co-ordinated
13. Desirable level of specialisation
14. Level of worker autonomy and managerial control.
15. Levels of Managerial Control & Worker Autonomy
16. Span Of Management/Control or Span of Management
17. Degree of decision-making and operational centralisation or decentralisation
18. Tall or Flat Structure
19. Directing/Leading
20. Co-ordinating
21. Mutual adjustment - with informal communication
22. Direct supervision
23. Standardisation of work Process
24. Standardisation of input - skills, knowledge and attitudes
25. Standardisation of output
26. Controlling
27. The Management Of Quality.

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Module: 2A

Key Principles of Corporate Governance

Course Objectives

At the conclusion of the specified learning and development activities included in this course, delegates will be able to:

1. Define corporate governance in relation to the processes, customs, policies, laws and institutions affecting the way a corporation is directed, administered or controlled.
2. Relate corporate governance to the relationships that persists between internal and external stakeholders, particularly in relation to the establishment of organizational goals and objectives
3. Demonstrate a heightened understanding of the organization's responsibility and accountability to its shareholders as primary stakeholders
4. Exhibit a heightened awareness of the organization's accountability to its Board of Directors
5. Accurately locate an organization's management and workers within the 'internal-external-stakeholder-spectrum'
6. Distinguish between winding up or insolvency, Bankruptcy, Receivership, and Administration
7. Demonstrate an understanding of the difference that exists between ordinary and preference shares
8. Assess the implications of the 'Receivership' of a company for its statutory, primary and secondary creditors
9. 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'
10. Exhibit an understanding of what constitutes the rights and equitable treatment of shareholders
11. Explain how the interests of secondary stakeholders can be preserved
12. Outline the roles and responsibilities of the Board of Directors
13. Outline salient steps that can be taken to preserve an organisation's integrity
14. Establish the array of issues that are enshrined in a company's ethical behaviour
15. Determine the importance of operational 'transparency' in the face of the regulatory authorities' demand and in the enhancement of shareholder and client confidence

Module: 2A

Key Principles of Corporate Governance

Course Contents, Concepts and Issues

1. Defining corporate governance
2. Exploring corporate governance and the relationships between internal and external stakeholders

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

Module: 2B

The Business Plan: A Guide to Entrepreneurs and Investors

Course Objectives

At the conclusion of the specified learning and development activities included in this course, delegates will be able to:

1. Construct a business plan that will be attractive to investors and fund managers;
2. Illustrate how a well constructed Business Plan might be used to Attract Investors and 'Fund Holders';
3. Explain why particular 'aspects' should be included in the Business Plan, to enhance its effectiveness;
4. Provide guidance to entrepreneurs on how to adapt a business plan to meet changing circumstances, without losing its focus;
5. Provide 'contingencies' based on differing business scenarios.

Module: 2B

The Business Plan: A Guide to Entrepreneurs and Investors

Course Content, Concepts and Issues

1. The Business Plan: A Guide To Entrepreneurs and Investors
2. The Business Plan as A Guide to the Entrepreneur
3. Using the Business Plan to Attract Investors and 'Fund Holders'
4. What Should Be Included in the Business Plan

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5. Tweaking The Business Plan Without Losing the ‘Focus’
6. Establishing Contingency: The Most Unlikely Scenario

Module: 3

Internal and External Organisational Analysis

Course Objectives

At the conclusion of the specified learning and development activities included in this course, delegates will be able to:

1. Propose varying definitions of an organisation
2. Demonstrate an understanding of the bases of organisational typologies
3. Define, with examples, social organisations
4. Distinguish between business and non-business organisations
5. Define objectives, generally
6. Distinguish between primary and secondary objectives
7. Distinguish between business objectives and social objectives
8. Exhibit the extent to which social objectives enhance business objectives
9. Demonstrate an understanding of the objective hierarchy
10. Demonstrate their understanding of the relationship between organisational tasks and objectives
11. Explore the bases for ‘division of work/ labour’ in organisations and their relation to organisational effectiveness
12. View the process of delegation in relation to ‘leasing’
13. Outline the value of delegation to the ‘delegate’
14. Highlight the developmental opportunities that delegation provides for subordinates
15. Exhibit a heightened knowledge of the support that managers should provide to ‘delegates’, to enhance the performance of their roles
16. Provide advice to managers on the extent to which delegation should relate to the ‘informal management succession’
17. Explain the degree to which a formal management succession chart can enhance the effectiveness of the process of delegation
18. Outline the importance of individual readiness in the success of the delegation process
19. Suggest effective means by which internal promotion should be handled
20. Demonstrate an understanding of the issue of ‘responsibility’ and how it translates in superior-subordinate relationships in organisations
21. Provide a working definition of accountability
22. Explain the issue of accountability, in relation to the organisational hierarchy

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23. Distinguish between internal and external organisational accountability
24. Define accountability in relation to the control and allocation of resources, internally and externally
25. Address the extent to which external organisational accountability affect internal organisational dynamics
26. 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
27. 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
28. 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
29. 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
30. 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
31. Define authority generally but also with specific relation to superior-subordinate relationship
32. Expound the facet of authority, providing practical examples
33. 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
34. Explain traditional authority and how it translates to organisational relationships
35. Demonstrate their understanding of legitimate authority and how managers can provide help to their subordinates, in this regard
36. Offer advice to managers regarding the aversion or reduction of conflict the 'Legal-Professional Authority' mix pose, so as to enhance organisational effectiveness
37. Demonstrate an understanding of the concept of power and how it might be applied for the benefit of the organisation
38. Identify sources of power in organisation and their implications for effective management and organisational control
39. 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
40. Illustrate the symbiotic relationship between power and authority, in relation to 'managerial leaders' in the performance of their organisational roles.

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Module: 3

Internal and External Organisational Analysis

Contents, Concepts and Issues

1. Organisation: A Definition
2. Organisational typologies
3. Social Organisations
4. Business and Non-business organisations: A Distinction
5. Organisational Objectives
6. Social Objectives
7. Business Objectives
8. The objective hierarchy
9. Tasks
10. Division Of Work/Labour
11. Delegation
12. Responsibility
13. Accountability
14. Internal Organisational Accountability
15. External Organisational Accountability
16. Accountability to owners/sponsors
17. Accountability to clients/users/customers
18. Accountability to Creditors
19. Accountability to Sector or Industry
20. Accountability to the State
21. Authority
22. The first facet of authority relates
23. The second facet of authority relates
24. Traditional authority
25. Legitimate authority
26. Professional authority
27. Power
28. Organisational power sources
29. Organisational Power centres

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Module: 4

Company Formation and Legal Status: Important Corporate Issues

Course Objectives

At the conclusion of the specified learning and development activities included in this course, delegates will be able to:

1. Determine the most appropriate legal form for particular entrepreneurial setting;
2. Illustrate the problems and benefits of different legal form of companies;
3. List the pertinent factors that are associated with a choice of legal status of a company;
4. Outline the legal requirement for company formation, as it pertains to their particular country;
5. Indicate, accurately, the statutory reporting requirements of a company, based on its legal status and in relation to their specific country;
6. Suggest the general statutory accounting requirement of a company in their country and the factors that determine these requirements;
7. Demonstrate the relationship between a company's legal status and its accounting reporting requirement, and the rationale on which this demand is based;
8. Indicate the legal requirement associated with International Trade in their own country;
9. Address the implications of National, Regional and International Embargo on Import and Export and Service Dispensation.

Module: 4

Company Formation and Legal Status: Important Corporate Issues

Contents, Concepts and Issues

1. Company Formation and Legal Status: Important Corporate Issues
2. Company legal status categorisation
3. Factors associated with a choice of legal status of a company
4. Issues in favour of and mitigating against particular legal status
5. Legal requirement for company formation
6. Company legal status and reporting requirement
7. Company legal status and accounting requirement
8. Company legal status and accounting reporting
9. International trade and legal requirement
10. Import and Export VS National, Regional and International Embargo

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Modules: 5-6

Risk Management and Corporate Governance: An Introduction

1. Risk: A Working Hypothesis
2. Defining Risk – Generally
3. Financial Risk: A Plausible Definition
4. Financial Risk in an Organisational Setting
5. Financial Risk and ‘Market Dynamics’
6. Liquidity Risk
7. Operating Risk
8. Fraud Risk
9. Settlement Risk
10. Corporate Strategy and Risk Management
11. The Currency Derivatives Market
12. Financial Risk and Unpredictability: Uncontrollable Environmental Issues
13. Asset Behaviour and Pricing Implications
14. Credit and Counterparty Risk
15. The Legal and Political Risk Environments
16. Risk as an Economic Factor
17. Technological Risk Factor
18. Risk associated with Socio-Cultural Change
19. Financial Risk Settings: A Meta-Analytical Exploration
20. Risk in Financial Institutions
21. Banking Risk
22. Risk and the Currency Market
23. Risk and the Equity Market
24. Futures Market Risk
25. Financial Exposure As Risk: An Introduction
26. Economic Exposure
27. Transaction Exposure
28. Translation Exposure
29. Calculating Risk in Financial Exposure

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On-line Postgraduate Application, Admission and Enrolment Procedure

On-line Postgraduate Enrolment can be done at any time convenient to the student

1. Continuous Registration for Postgraduate Diploma and Masters Degree – MA, MSc, MBA, Executive MBA

Prospective students might register for a Full Postgraduate Diploma or Masters Degree, in the first instance. This will represent a continuous registration, incorporating the different courses, and, or, modules. The duration of a Postgraduate Diploma or Postgraduate Diploma component of a Masters Degree is typically two years but is longer for programmes such as Executive MBA. The procedure outlined below is more appropriate for those studying individual courses.

2. Online Application Requirement:

Please send the following documents:

- ✚ Completed Postgraduate Application Form, including a passport sized picture of the applicant
- ✚ Copy of Issue and photo page of your current passport or copy of you National Identity Card, if it has your photograph incorporated.
- ✚ Two recent References, at least one of which should be academic – from your University or College

3. What Happens Next?

- ✚ On receipt of all the above documents we will make an assessment of your suitability for the Programme.
- ✚ If you are accepted on the Programme, you will be notified accordingly and sent an Admission and Enrolment Confirmation Letter and Invoice.
- ✚ One week after the receipt of your payment or official notification of your payment, your course tutor will contact you, by e-mail or telephone, welcoming you to the Programme and officially commencing your study.
- ✚ The six months countdown begins with the initial Tutor Contact.

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4. Subsequent Course Registration

Once you have registered for one course, subsequent course registration is straightforward

- ✚ When you have notified us, by e-mail, of your intention to register for another course, we will send you your Admission and Enrolment Confirmation Letter and Invoice.
- ✚ One week after the receipt of your payment or official notification of your payment, your course tutor will contact you, by e-mail or telephone, welcoming you to the Programme and officially commencing your study.
- ✚ The six months countdown begins with the initial Tutor Contact.

5. Registering for the Masters Degree

- ✚ When you have successfully completed the requirement for the Postgraduate Diploma, you will receive the Award
- ✚ If you intend to proceed to the Masters degree, you need to register for course #7, Research Project: Design, Conduct & Report
- ✚ Close to the completion of this compulsory course, you may register for the Masters Degree
- ✚ Your Masters Degree registration will incorporate a Synopsis or Research Proposal. The groundwork for this would have been addressed by course #7.
- ✚ We will then send you your Admission and Enrolment Confirmation Letter and Invoice.
- ✚ You will be assigned a Dissertation Supervisor and a Dissertation Mentor
- ✚ Your Dissertation Supervisor will have the main responsibility for your work
- ✚ Your Dissertation Mentor will have casual contact with you and resolve any problems that you might be experiencing with your supervision that your Dissertation Supervisor cannot address or that you do not wish to bring to his or her attention
- ✚ One week after the receipt of your payment or official notification of your payment, your Dissertation Supervisor will contact you, by e-mail or telephone, welcoming you to the Programme and officially commencing your study.
- ✚ The two year countdown begins with the initial Supervisor Contact.

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General Regulation For HRODC Postgraduate Degrees – MBA, MA, MSc Programmes

Summary of the Regulation For HRODC Postgraduate Degrees – MBA, MA, MSc Programmes

Students who have successfully completed the HRODC General Postgraduate Diploma, HRODC Specialist Postgraduate Diploma and HRODC Cumulative Postgraduate Diploma may proceed to register for the Postgraduate Degree (MBA, MA, MSc). HRODC Cumulative Postgraduate Diploma relates to a Diploma that is granted through the addition of courses taken at intervals over a 6-year period. This type of Postgraduate Diploma might include both General and Specialist groupings. The requirement incorporates the ‘180-Hour Rule’, wherein a delegate should accumulate at least 180 study-hours, in order to qualify for a Postgraduate Diploma.

After the Postgraduate Diploma Stage, students might register for a Masters Degree (MA, MBA, MSc – as appropriate). They will then be required to study a research module – Course #7 and present an externally assessed Dissertation of 15,000 to 20,000 words. They will receive supervision from 2 research tutors and will submit to an Oral Examination of their Thesis.

HRODC Postgraduate Diploma and Diploma – Postgraduate.

HRODC Postgraduate Diploma and Diploma - Postgraduate: Distinction and Award

The successful completion of four on-line Postgraduate Courses will lead to the award of HRODC Training Institute’s Postgraduate Diploma. Each six month’s course, which is successfully completed, will lead to the Institute’s Diploma - Postgraduate. The term ‘Diploma – Postgraduate’ indicates that the course is postgraduate and counts towards a full Postgraduate Diploma

Individual Modules and Blocks of HRODC Postgraduate Diploma can be studied over a 6-year period. All modules or Blocks, in the case of the Postgraduate Diploma in

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Executive Management, must have been studied, with Students gaining 50% and above in at least 70% of the modules or blocks. To achieve the attainment level required for the Award of HRODC Postgraduate Diploma in Communication and Information Management, students should achieve a minimum of 50% pass in at least 70% of the modules. Module one will be treated as a double-unit and assessed in 2-parts, while module 3 will be regarded as 4 units, assessed in 4 distinct parts. There are, therefore 10 units, for assessment purpose, requiring at least a pass in 7 units, at 50% or higher. The assessment will be facilitated by the issuance of bound copies of course guides and course supplement (possibly combined), at the beginning of the training.

Students who fail to achieve the requirement for HRODC Postgraduate Diploma, or Diploma - Postgraduate - will be given support for 2 re-submissions. Those students who fail to achieve the 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 Participation.

Title Examples of HRODC Postgraduate Diploma and HRODC Diploma - Postgraduate

HRODC Postgraduate Diploma Course or Seminar Titles include: *HRODC Postgraduate Diploma in Human Resource Management; HRODC Postgraduate Diploma in Comprehensive Human Resource Management; HRODC Postgraduate Diploma in Executive Management; HRODC Postgraduate Diploma in Comprehensive Real Estate Management; HRODC Postgraduate Diploma in Women in Management; HRODC postgraduate Diploma in Comprehensive Project Management; HRODC Postgraduate Diploma in Communication and Information Management.*

HRODC Diploma – Postgraduate - Course or Seminar Titles include: *HRODC Diploma - Postgraduate - in Financial Risk Management; HRODC Diploma -*

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Postgraduate - in Judging Economic and Financial Crimes; HRODC Diploma - Postgraduate - in UK Legal System: Court Organisation and Management; HRODC Diploma - Postgraduate - in Organisational Change Management; HRODC Diploma - Postgraduate - in Client Or Customer Care; Leading to HRODC Diploma - Postgraduate - in Trainer Training: Training for Trainers; HRODC Diploma - Postgraduate - in Worker Motivation; HRODC Diploma - Postgraduate - in Employee Resourcing: Recruitment and Selection; HRODC Diploma - Postgraduate - in Diversity Management; HRODC Diploma - Postgraduate - in Research Project Management; HRODC Diploma - Postgraduate - in Anti-Dumping and Anti-Subsidy; HRODC Diploma - Postgraduate - in Internal Audit; HRODC Diploma - Postgraduate - in Fundamentals of Automotive Industry; HRODC Diploma - Postgraduate - in Advanced Project Management; HRODC Diploma - Postgraduate - in Productivity Improvement; HRODC Diploma - Postgraduate - in Introduction to Real Estate Management; HRODC Diploma - Postgraduate - in Conveyancing and Property Valuation; HRODC Diploma - Postgraduate - in UK Employment Law; HRODC Diploma - Postgraduate - in UK Consumer Law; HRODC Diploma - Postgraduate - in ISO 9000 Quality Systems; HRODC Diploma - Postgraduate - in Modern Quality Systems; HRODC Diploma - Postgraduate - in Modern Quality Systems and ISO 9000; HRODC Diploma - Postgraduate - in Personnel and Occupational Testing; HRODC Diploma - Postgraduate - in Personnel and Occupational Test Questionnaire Design and Results Analysis; HRODC Diploma - Postgraduate - in Information, Risk and Security Management; HRODC Diploma - Postgraduate - in Executive Leadership and High Performance Team Management; HRODC Diploma - Postgraduate - in Organisational Design: Structuring and Restructuring Organisations; HRODC Diploma - Postgraduate - in Investment Projects in Industrial Sector; HRODC Diploma - Postgraduate - in Industrial Investment Performance Evaluation; HRODC Diploma - Postgraduate - in Strategic Management and Project Management; HRODC Diploma - Postgraduate - in Fundamentals in Oil and Gas Accounting; HRODC Diploma - Postgraduate - in Advanced Financial Accounting; HRODC Diploma - Postgraduate - in Advanced Cost Management; HRODC Diploma - Postgraduate - in Assessing Parenting

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Capability and Children's Need; and Recording & Report Writing For Social Service; HRODC Diploma - Postgraduate - in Strategic Management and Strategic Cost Management; HRODC Diploma - Postgraduate - in Strategic Management Accounting; HRODC Postgraduate Diploma - Postgraduate - in Advanced Budgeting; HRODC Diploma in Fundamentals of Air Cargo.

HRODC Postgraduate Diploma Typology

HRODC would like to initiate and maintain a typology that will distinguish between its 3 main categories of Postgraduate Diploma:

1. HRODC General Postgraduate Diploma
2. HRODC Specialist Postgraduate Diploma
3. HRODC Cumulative Postgraduate Diploma

HRODC General Postgraduate Diploma refers to the Postgraduate Diploma, which consists of generic courses, taken within a three-year period. HRODC Specialist Postgraduate Diploma must be construed to mean a Postgraduate Diploma that consists of related courses. These include: *HRODC Postgraduate Diploma in Human Resource Management; HRODC Postgraduate Diploma in Comprehensive Human Resource Management; HRODC Postgraduate Diploma in Executive Management; HRODC Postgraduate Diploma in Comprehensive Real Estate Management; HRODC Postgraduate Diploma in Women in Management; HRODC Postgraduate Diploma in Comprehensive Project Management; HRODC Postgraduate Diploma in Communication and Information Management.*

HRODC Cumulative Postgraduate Diploma relates to a Diploma that is granted through the addition of courses taken at intervals over a 6-year period. This type of Postgraduate Diploma might include both General and Specialist groupings. The requirement incorporates the '180-HourRule', wherein a delegate should accumulate at least 180 study-hours, in order to qualify for a Postgraduate Diploma.

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HRODC's Quality Assurance

The 50% minimum attainment requirement for the HRODC Postgraduate Diploma and HRODC Diploma - Postgraduate - is an attestation to our concern for quality and exceptional performance. This 'standard' is in line with most British Universities, some having recently moved away from their traditional 40% attainment requirement. One of the several ways in which HRODC assures academic and professional quality is to ensure that most of its consultants hold a PHD in their areas of specialism. The lowest qualification of any consultant at HRODC is an MA and, or, MSc. These qualifications are in addition to relevant experience and continuous development. While most applicants to HRODC Postgraduate Diploma and HRODC Diploma - Postgraduate - Programmes are holders of Undergraduate and Postgraduate Degrees, some being Professors of internationally renowned Universities, others do not hold a degree but have substantial work and life experience to excel in the courses. In addition, HRODC has instituted the '180-HourRule', wherein a delegate should accumulate at least 180 study-hours, in order to qualify for a Postgraduate Diploma. Specialist Diploma such as the HRODC 'Postgraduate Diploma in Executive Management' consists of 540 hours.

In addition to the above, HRODC has incorporated the following additional Quality measures in its Postgraduate Degree Programme – These can also be found in the document *Regulation For HRODC Postgraduate Degrees – MBA, MA, MSc Programmes*

1. The length of the Dissertation will be between 15,000 and 20,000 words. Higher or lower limits can only be accepted through special dispensation, tabled through their Dissertation Tutor;
2. Students will 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;
3. Students' Viva Voce, or Oral, Examination will be conducted within 3 months of the submission of their Dissertation;

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4. The Dissertation Examination will be conducted by an External and an Internal Examiner;
5. The External Examiner will be drawn from a recognized University and will be an Academic in the Discipline, who is not otherwise associated with HRODC;
6. The Internal Supervisor will be an HRODC Tutor, who is neither Students' Main Dissertation Supervisor or their Dissertation Mentor;
7. The submission date of a Masters Dissertation is expected to be within 12 calendar months of their initial registration for the Degree but can be extended, on application, to a period not exceeding 24 months;
8. In the event that Students were not successful on the first attempt, they will be given the opportunity to make minor amendment to, or revise, their Dissertation, with the guidance of their Dissertation Supervisors.

Course Admission and Registration:

As an Award-bearing Postgraduate Course, it is essential that we assess the aptitude of our potential participants. We, would, therefore appreciate if you might complete our standard Postgraduate Application Form, which is available on request (please see our contact details above), or downloadable from:

http://www.hrodc.com/Brochure_Download_Centre.Company_Brochures_Seminar_Brochures_Seminar_Schedule.htm

If your previous qualifications and experience are in line with our admission criteria, you will be sent an official notification of your admission to the course or courses for which you have applied, along with a Proforma invoice, for the payment of the relevant fees. You will then be duly registered for the course/s as soon as we have received your payment.

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

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