

HRODC Training Institute



Course # 115.4

On-Line Postgraduate Programme

Cost Accounting, Budgeting, Profitability Analysis, Strategy and Balanced Scorecard (4) – Management Control Systems & Theory of Constraints

Course or Seminar

Leading To

**DIPLOMA - POSTGRADUATE IN
Cost Accounting, Budgeting, Profitability Analysis,
Strategy and Balanced Scorecard (4)**

Progressing To a Masters Degree

MBA – MSc – MA

HRODC Postgraduate Training Institute - UKRLP Registration

HRODC Postgraduate Training Institute is Registered with the UK Register of Learning Providers (UKRLP), of the Department for Business, Innovation and Skills (BIS), formerly Department for Innovation, Universities and Skills (DIUS). Its Registration Number is: 10019585 and can it be Verified at: <http://www.ukrlp.co.uk/> and <http://www.learning-directory.co.uk>. It is Listed in Skills Active: <http://www.skillsactive.com/careers>; Careers Advice: <http://careersadvice.direct.gov.uk>; Direct Gov: <http://careersadvice.direct.gov.uk>; Hotcourses: www.hotcourses.com; Employer Guide to Training: www.educationuk.org; Learning Bank: <http://www.learning-bank.co.uk/>; Yorkshire & Humberside LSC Website: <http://www.yhtap.com/>; WM Learning Directory: <http://www.wmld.org> and other Government Training and Learning Directories.

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DIPLOMA - POSTGRADUATE IN

Cost Accounting, Budgeting, Profitability Analysis, Strategy and Balanced Scorecard (4)

Progressing To a Masters Degree

MBA – MSc – MA

HRODC Postgraduate Training Institute is a Division of HRODC Ltd. Registered in England No. 6088763. V.A.T. Reg. No. 895876538

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:

- **£2,010.00** + V.A.T. For UK Students
- **£2,512.50** + V.A.T. Non-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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Cost Accounting, Budgeting, Profitability Analysis, Strategy and Balanced Scorecard (4)

Management Control Systems and Theory of Constraints: Quality Management, Just-in-Time Inventory, Capital Budgeting, Balanced Scorecard

Module 18 – Spoilage, Rework and Scrap

- ❖ Basic Terminology
- ❖ Accounting for Spoilage
- ❖ Types of Spoilage
- ❖ Process Costing and Spoilage
- ❖ Inspection Points and Spoilage
- ❖ The Five-Step Procedure for Process Costing with Spoilage
- ❖ Job Costing and Spoilage
- ❖ Job Costing and Accounting for Spoilage
- ❖ Job Costing and Rework
- ❖ Accounting for Scrap
- ❖ Aspects of Accounting for Scrap
- ❖ Number of Units of Normal and Abnormal Spoilage Changes, Depending on When Inspection Occurs

Chapter 19 – Balanced Scorecard: Quality, Time and the Theory of Constraints

- ❖ Quality as a Competitive Tool
- ❖ Two Basic Aspects of Quality
- ❖ Quality and Failure
- ❖ Four Perspectives of the Balanced Scorecard
- ❖ The Financial Perspective: Costs of Quality (COQ)
- ❖ Elements of Costs of Quality Reports
- ❖ Cost of Quality Exclusions
- ❖ The Customer Perspective
- ❖ The Internal Business Process Perspective
- ❖ Control Charts
- ❖ Pareto Diagrams
- ❖ Cause-and-Effect Diagrams
- ❖ Nonfinancial Measures of Internal Business Process Quality
- ❖ The Learning and Growth Perspective for Quality
- ❖ Advantages of COQ (Financial) Measures
- ❖ Advantages of Nonfinancial Measures of Quality
- ❖ Time as a Competitive Tool
- ❖ Two Operational Measures of Time
- ❖ Time Drivers
- ❖ Simple Time Presumptions
- ❖ Theory of Constraints and Throughput- Contribution Analysis
- ❖ Four Steps in Managing Bottleneck Operations

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- ❖ Methods to Relieve Bottlenecks
- ❖ The Balanced Scorecard and Time-Related Measures

Module 20 – Inventory Management, Just-In-Time and Simplified Costing Methods

- ❖ Inventory Management in Retail Organizations
- ❖ Costs Associated with Goods for Sale
- ❖ Management of Inventory Costs
- ❖ The First Step in Managing Goods for Sale
- ❖ Basic EOQ Assumptions
- ❖ EOQ Formula
- ❖ Ordering and Carrying Costs Illustrated
- ❖ Ordering Points
- ❖ Ordering Points Illustrated
- ❖ Inventory Management and Safety Stock
- ❖ Safety Stock Computation Illustration
- ❖ Estimating Inventory-Related Relevant Costs
- ❖ Carrying Costs
- ❖ Opportunity Costs
- ❖ Cost of a Prediction Error
- ❖ Just-in-Time Purchasing
- ❖ Relevant Costs in JIT Purchasing
- ❖ Relationship Between Carrying and Ordering Costs Illustrated
- ❖ Analysis of Alternative Purchasing Policies Illustrated
- ❖ JIT Purchasing and Supply-Chain Analysis
- ❖ Supplier Evaluation Illustrated
- ❖ Inventory Management and Materials Requirements Planning
- ❖ MRP Information Inputs
- ❖ Inventory Management and JIT Production
- ❖ JIT Production Goals
- ❖ JIT Production Features
- ❖ Other Benefits of JIT Production
- ❖ JIT and Enterprise Resource Planning Systems (ERP)
- ❖ Performance Measures and Control in JIT
- ❖ Back flush Costing
- ❖ Special Considerations in Back flush Costing
- ❖ Sample Journal Entries in Back flush Costing
- ❖ Sample General Ledger Flows in Back flush Costing
- ❖ Lean Accounting

Module 21 – Capital Budgeting and Cost Analysis

- ❖ Two Dimension of Cost Analysis
- ❖ Project and Time Dimensions of Capital Budgeting Illustrated
- ❖ Capital Budgeting

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- ❖ Five Stages in Capital Budgeting
- ❖ Four Capital Budgeting Methods
- ❖ Discounted Cash Flows
- ❖ Net Present Value (NPV) Method
- ❖ Three-Step NPV Method
- ❖ NPV Method Illustrated
- ❖ Internal Rate of Return (IRR) Method
- ❖ IRR Method Illustrated
- ❖ NPV vs. IRR Methods
- ❖ Sensitivity Analysis Illustration
- ❖ Payback Method
- ❖ Accrual Accounting Rate of Return Method (AARR)
- ❖ AARR Method Formula
- ❖ Evaluating Managers and Goal-Congruence Issues
- ❖ Relevant Cash Flows in DCF Analysis
- ❖ Net Initial Investment
- ❖ Cash Flow from Operations
- ❖ Terminal Disposal of Investment
- ❖ Cash Flow Effects from Investment Decisions, Illustrated
- ❖ Managing the Project
- ❖ Strategic Considerations in Capital Budgeting

Module 22 – Management-Control Systems, Transfer Pricing and Multinational Considerations

- ❖ Management Control Systems
- ❖ Evaluating Management Control Systems
- ❖ Two Aspects of Motivation
- ❖ Organization Structure and Decentralization
- ❖ Decentralization vs. Centralization
- ❖ Benefits of Decentralization
- ❖ Costs of Decentralization
- ❖ Decentralization and Multinational Firms
- ❖ Choices about Responsibility Centres
- ❖ Transfer Pricing
- ❖ Three Transfer Pricing Methods
- ❖ Market-Based Transfer Prices
- ❖ Cost-Based Transfer Prices
- ❖ Hybrid Transfer Prices
- ❖ Negotiated Transfer Prices
- ❖ Comparison of Transfer-Pricing Methods
- ❖ Transfer Pricing Illustration
- ❖ Minimum Transfer Price
- ❖ Multinational Transfer Pricing and Tax Considerations

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Module 23 – Performance Measurement, Compensation and Multinational Considerations

- ❖ Financial and Nonfinancial Measures
- ❖ Balanced Scorecard Flow
- ❖ Accounting-Based Performance Measures
- ❖ Choosing Among Different Performance Measures
- ❖ Return on Investment (ROI)
- ❖ Residual Income (RI)
- ❖ Economic Value Added (EVA)
- ❖ Return on Sales (ROS)
- ❖ Choosing the Time Horizon of the Performance Measures
- ❖ Choosing Alternative Definitions for Performance Measures
- ❖ Choosing Measurement Alternatives for Performance Measures
- ❖ Choosing Target Levels of Performance
- ❖ Choosing the Timing of the Feedback
- ❖ Performance Measurement in Multinational Companies
- ❖ Managers vs. Organization Units
- ❖ The Trade-Off: Creating Incentives vs. Imposing Risk
- ❖ Moral Hazard
- ❖ Intensity of Incentives
- ❖ Preferred Performance Measures
- ❖ Performance Measures at the Individual Activity Level
- ❖ Compensation for Multiple Tasks
- ❖ Team-Based Compensation
- ❖ Executive Compensation Plans
- ❖ Strategy and Levers of Control
- ❖ Diagnostic Control Systems
- ❖ Boundary Systems
- ❖ Belief Systems
- ❖ Interactive Control Systems



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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.

4. Subsequent Course Registration

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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.

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

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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 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

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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 - 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 -*

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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 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.

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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.

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

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is to ensure that most of its consultants hold a PHD in the 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;
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;

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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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