

# HRODC Postgraduate Training Institute



**A Postgraduate - Only Institution**



**#132**

**Enterprise Risk Management**

**Postgraduate Short Course**

**Leading To:**

**DIPLOMA - POSTGRADUATE IN**

**Enterprise Risk Management,  
Double Credit = 72 Credit-Hours**

**Accumulating to A**

**Postgraduate Certificate,  
With 108 Additional Credit-Hours, or A**

**POSTGRADUATE DIPLOMA**

**With 288 Additional Credit-Hours**

**HRODC Postgraduate Training Institute**

**HQ : 122A Bhylls Lane, Castlecroft, Wolverhampton, West Midlands WV3 8DZ, UK**



**Prof. Dr. Ronald B. Crawford - Director**

PhD (Uni London); M. Ed. M (Bristol); PGCIS (UWL); Adv. Dip. Sc. Ed (Bristol); Dip. Doc.  
Res. (Uni Wlv); F.I.M.S.; HR. S. (I.M.S.); Exec. M. AOM; M. AAM; M.I.S.G.S.; M.S.C.O.S.;  
M. R. G. C.



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*A Postgraduate – Only Institution*

**Websites:**  
<https://www.hrodc.com/>  
<https://www.hrodc.london/postgraduateshortcourses.com/>

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**HRODC Postgraduate Training Institute, A Postgraduate-Only Institution**  
**Our UK Government's Verification and Registration**

**Our Institute is Verified by, and Registered with, the United Kingdom (UK) Register of Learning Providers (UKRLP), of the Department for Education (DfE). Its UK Provider Reference Number (UKPRN) is: 10019585 and might be located at: <https://www.ukrlp.co.uk/>.**

### **Course Coordinator:**

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

- Doctor of Philosophy {(PhD) {University College London (UCL) - University of London}};
- MEd Management (University of Bath);
- Postgraduate (Advanced) Diploma 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);



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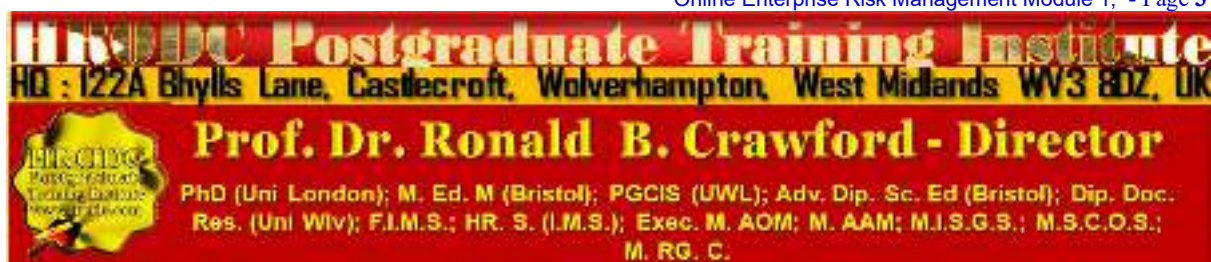
- Teaching Certificate;
- Fellow of the Institute of Management Specialists;
- Human Resources Specialist, of the Institute of Management Specialists;
- Member of the Asian Academy of Management (MAAM);
- Member of the International Society of Gesture Studies (MISGS);
- Member of the Standing Council for Organisational Symbolism (MSCOS);
- Member of ResearchGate;
- Executive Member of Academy of Management (AOM). There, his contribution incorporates the judging of competitions, review of journal articles, and guiding the development of conference papers. He also contributes to the Disciplines of:
  - Human Resources;
  - Organization and Management Theory;
  - Organization Development and Change;
  - Research Methods;
  - Conflict Management;
  - Organizational Behavior;
  - Management Consulting;
  - Gender & Diversity in Organizations; and
  - Critical Management Studies.

**Professor Dr. Crawford has been an Academic in the following UK Universities:**

- University of London (Royal Holloway), as Research Tutor;
- University of Greenwich (Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- University of Wolverhampton, (Wolverhampton Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- London Southbank University (Business School), as Lecturer and Unit Leader.

**His responsibilities in these roles included:**

- Doctoral Research Supervisor;
- Admissions Tutor;
- Postgraduate and Undergraduate Dissertation Supervisor;
- Programme Leader;
- Personal Tutor



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## For Whom This Course is Designed


### This Course is Designed For:

- **Enterprise Risk Managers;**
- **Chief Risk Officers;**
- **Directors of Risk Management;**
- **Risk Professionals;**
- **Risk Modelling Experts;**
- Risk Managers;
- Risk Management Team Participants;
- **Chartered Enterprise Risk Analyst and other Risk Professionals;**
- **Chief Financial Officers;**
- **Chief Operating Officers;**
- **Chief Actuaries;**
- **Senior Executives;**
- **Board Directors;**
- **Regulators and Rating Agency Analysts;**
- Internal and External Auditors;
- Investment Professionals;
- Business Managers;
- Business Continuity Coordinators;
- Business Operations Managers;
- Disaster Recovery Professionals;
- Corporate Strategy Staff;
- Asset Liability Management Professionals;
- Anyone new to ERM within financial services.

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## Selected Subsidised Online (Video-Enhanced Online) Courses, During COVID-19 (Coronavirus) Pandemic.

### Online (Video-Enhanced) Duration and Subsidised Cost

Online Duration:	24 Days @ 3 Hours Per Day
Subsidised Cost:	£4,320.00 Per Delegate


### Video-Enhanced Online Training Needs Analysis:

#### Determining Training Needs Course

#### Leading to Diploma-Postgraduate in Training Needs Analysis

Our Video-Enhanced Online Mode of delivery of this course is the same as being in a classroom – but virtually.

- This Video-Enhanced Online mode of delivery is Revolutionary and currently unique to HRODC Postgraduate Training Institute.
- The tutor will meet the group on Video and present the course, in the same way as though in a classroom.
- Where there is more than one participant, they will be able to see and interact with each other, and with the tutor.
- They will watch and discuss the various video cases and demonstration videos that form an integral part of our courses.
- 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 the previous month. This cut-off date means that Admission should have been granted and fee payment received;
- It will last twice as long as the classroom-based deliveries. 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, meeting the Institute's required 30 Credit-Hours.



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## Online Enterprise Risk Management Course

Leading to Diploma – Postgraduate – in Enterprise Risk Management Double Credit and (72 Credit-Hours), Accumulating to a Postgraduate Certificate, with 108 Additional Credit-Hours, or a Postgraduate Diploma, with 288 Additional Credit-Hours

## Course Contents, Concepts and Issues

### Part 1: Understanding Risk and Risk Management

- Defining and Contextualising Risk:
  - Defining Risk;
  - Contextualizing Risk;
  - Formulating Risk Statement;
  - Perception And Calculation;
- Understanding Risk in an Organisation:
  - Model Towards Understanding Risk;
  - Enterprise Risk Management;
  - Risk – Classification.
- Pertinent Issues in Enterprise Risk Manage
  - Risk in Enterprise Risk Management;
  - Identification of Type of Risk;
  - Level of Risk;
  - Property Risks;
  - Valuing Property;
  - Liability Legal Grounds;
  - Liability Risks;
  - Torts - An Insurance Categorization;
  - Establishing Negligence;
  - Types of Damages;
  - “Res Ipsa Loquitur”;



- Defenses in a Negligence Suit;
- Human Resource Risks;
- Review and Update.

## Part 2: The Risk Management Process (1)

### ➤ Sequencing the Process:

- STEP 1: Risk Identification and Categorization;
- STEP 2: Risk Quantification:
  - ✚ Example of Impact And Definitions.
- STEP 3: Risk Strategies Identification:
  - ✚ 4 Categories of Risk Strategies (Countermeasures):
    - ⊕ Accept;
    - ⊕ Manage;
    - ⊕ Contingency plan;
    - ⊕ Reduce.
  - ✚ Risk Strategies;
  - ✚ Risk Acceptance;
  - ✚ Risk Management;
  - ✚ Contingency Planning;
  - ✚ Risk Reduction;
  - ✚ Risk Transferring;
  - ✚ Insurance:
    - ⊕ Example of Insurance.
  - ✚ Risk Reduction Control.
- STEP 4: Implementation Of Strategies:
  - ✚ Residual Risk;
  - ✚ The Risk Register.
- STEP 5: Monitoring And Reviewing Results Of Risk Mitigation Measures:
  - ✚ Continuous Risk Management (CRM);
  - ✚ Risk Assessment And Manifestation Of Reality;
  - ✚ Crawford's Risk Analysis And Base 10: Probability vs Risk Magnitude.

## Part 3: The Risk Management Process (2)

### ➤ Sequencing the Process:

- Conducting a Financial Risk Assessment.
  - ✚ The Process of Financial Risk Assessment (1);
  - ✚ Products of a Financial Risk Assessment:
    - ✚ Expand;
    - ✚ Contract;
    - ✚ Pursue External Growth;
    - ✚ Grow Organically;
    - ✚ Enter Joint Venture;
    - ✚ 'Go-It-Alone'.
- Formal Risk Assessment Techniques and Measurements:
  - ✚ Conditional Value at Risk- CVaR;
  - ✚ Loan-to-Value Ratios;
  - ✚ Credit Analysis;
  - ✚ Credit Rating;
  - ✚ Credit Rating Agencies.
- Financial Risk Assessment and Manifestation Reality:
  - ✚ Richter Earthquake Magnitude Scale;
  - ✚ Crawford's Risk Analysis and Base 10: Probability VS 'Risk Magnitude.
- Managing Financial Exposure Risk;
- Risk Management Tools:
  - ✚ Forward Contracts;
  - ✚ Option Contracts;
  - ✚ Futures Contracts;
  - ✚ Corporate Governance;
  - ✚ Diversification.
- Managing Risk With Forward Contracts:
  - ✚ Forward Contracts: Payoff Profiles;
  - ✚ Profits for Forward Contracts.
- Financial Method Of Measuring Risk:
  - ✚ Standard Deviation;



- ✚ Beta;
  - ✚ Alpha;
  - ✚ Treynor Index;
  - ✚ Style Analysis;
  - ✚ R-squared.
- Quantifying Financial Risk;
  - Interest Rate Derivatives Market;
  - Equity Risk;
  - Identifying and Measuring Currency/Exchange Rate Risk;
  - Measuring Currency or Exchange Rate Risk.

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

- National Insurance:
  - What constitutes National Insurance?;
  - Worker Contribution to National Insurance;
  - Employer Statutory Contribution to National Insurance;
  - Measures to Facilitate the Maintenance of Statutory National Insurance Contributions;
  - Retirement Benefits;
  - Death benefits
  - Unemployment Benefits;
  - Operationalising Unemployment Benefit Program: **The Ghanaian Example**;
  - Problems Plaguing the Viability of National Insurance Viability:
    - ✚ Ageing Population;
    - ✚ Improved Longevity;
    - ✚ Increased Unemployment;
    - ✚ Increased PSBR;
    - ✚ Inflation; Stagnation and Deflation.
  - Problem Resolution and their Sustainability

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

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

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


- Insurance:
  - Branches of Insurance - Successful transactions;
  - Building Blocks of an Insurance Premium;
  - Mathematical Basis for Insurance – Example:
    - ✚ Additional Concept:
      - ✚ Costs to Society;
      - ✚ Insurance Benefits to Society;
      - ✚ Insurance Functionality.
  - Risk – Classification;
  - Benefits Compared to No Insurance;
  - Social or Private?;

- Employee Benefit Plans;
- Risk Management Process;
- Identify Potential Loss Exposures;
- Measure Potential Loss Exposures;
- Risk Handling Techniques;
- Loss Control – Reduction;
- Loss Transfer;
- ERM – Integrated Framework;
- ERM – Recent Loss Events;
- Agency Law;
- Insurance Occupations:
  - ✚ Insurance Agent and Broker;
  - ✚ Agent's Authority;
  - ✚ Types of Insurance Agents:
    - ⊕ Insurance Brokers;
    - ⊕ Comparison of Agents and Brokers:
      - ✓ Distribution Of Insurance Property and Liability;
      - ✓ Distribution Of Insurance Life Insurance.
  - ✚ Loss Adjuster or Claims Investigator:
    - ⊕ Loss Adjuster.
  - ✚ Underwriter;
  - ✚ Actuary;
  - ✚ Accountant:
    - ⊕ Accounting Standard.
  - ✚ Lawyer;
  - ✚ Other Occupations.
- Asset/Liability Management Hedging;
- Diversification.

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

- Derivatives Trading:
  - Derivative;
  - *Equity Derivative*;
  - Weather Derivatives.
- Reinsurance or Syndication:
  - Reinsurance Loss Splitting;
  - Reinsurance Prorata Loss Splitting \$500,000 LOSS;
  - Reinsurance Excess-of-Loss Loss Splitting;
  - Reinsurance and Risk Management;
  - Reinsurance Providers.
- Due Diligence Investigation:
  - What Is a Due Diligence Investigation?;
  - Applications of Due Diligence;
  - Inclusions in Due Diligence Investigations.

## Part 8: Financial Exposure as Risk

- Foreign Exchange Exposure
- Foreign Exchange Exposure vs. Foreign Exchange Risk
- Economic Exposure:
  - Channels of Economic Exposure;
  - Types of Economic Exposure:
    - ✚ Asset Exposure;
    - ✚ Operating Exposure.
  - An Illustration of Operating Exposure;
  - Some Strategies to Manage Operating Exposure:
    - ✚ Selecting Low Cost Production Sites;
    - ✚ Flexible Sourcing Policy;
    - ✚ Diversification of the Market;

- ✚ R&D Efforts and Product Differentiation;
- ✚ Financial Hedging.
  - To Hedge or not to Hedge?;
  - Hedging Strategies;
  - Management of Economic Exposure;
  - How To Measure Economic Exposure.
- Transaction Exposure:
  - Some Strategies to Manage Transaction Exposure;
    - ✚ Hedging through Invoice Currency;
    - ✚ Hedging via Lead and Tag.
- Translation Exposure:
  - Translation Risk;
  - Perception and Calculation.

## Part 9: Financial Risk and Unpredictability: Uncontrollable Environment Issues

- Asset Behavior and Pricing Implication;
- Video - Asset Management;
- Sovereign Wealth Fund and International Investment;
- Bank for International Settlement (BIS): Basel 3 Agreement:
  - A Global Regulatory Framework for More Resilient Banks and Banking Systems;
  - The Liquidity Coverage Ratio and liquidity risk monitoring;
  - The Net Stable Funding Ratio
- Credit and Counterparty Risk;
- The Legal and Political Risk Environment;
- Risk as an Economic Factor;
- Technological Risk Factor;
- Risk Associated with Socio-Cultural Change.

## Part 10: Business Continuity: Disaster Recovery Planning (1)

- Business Continuity Planning (BCP):
  - What is Business Continuity?;
  - What is Business Continuity Planning?.
- Disaster Recovery Planning;
- Disaster Defined;
- Types of Disasters;
- Effects of Disasters:
  - Effects of Disasters – Internal;
  - Effects of Disasters – External.
- Business Continuity Planning;
- Disaster Recovery Planning;
- Why Plan?;
- Establishing the Team;
- Getting Management Support;
- Need for Departmental Support;
- Team Members;
- DR Team Sub-Teams;
- Characteristics of Team Members;
- External Team Members;
- Notification Directory;
- Securing/Preparing Resources;
- Team Tasks.


## Part 11: Business Continuity: Disaster Recovery Planning (2)

- Defining Risk;
- Choosing Assessment Method;
- Matching Response to Threat;
- Setting Priorities;
- Using Risk Assessment Results;

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- Disaster-based Risk Assessment;
- Asset-based Risk Assessment;
- Business Impact;
- Business Impact Analysis;
- OCTAVE Risk Assessment;
- Identifying Critical Assets;
- Business Functions;
- Business Processes;
- Identifying Functions/Processes;
- Prioritizing DR Planning Efforts;
- Determining What to Recover When Conducting Dependency Analysis;
- Disaster Declaration Criteria;
- Data Backup.

## Part 12: Business Continuity: Disaster Recovery Planning (3)

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



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- Identify Discovery Resolution Risks;
- Rehearsing the Discovery Resolution Plan;
- Applying Change Control;
- Manage/Document the Discovery Resolution;
- After the Discovery Resolution Test;
- Threat Determination;
- Threat Classification;
- Addressing Threats.


## **Postgraduate Diploma, Postgraduate Certificate, and Diploma – Postgraduate - Short Course Regulation**

### **Postgraduate Certificate, 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 Certificate and Postgraduate Diploma. Postgraduate Certificate and Postgraduate Diploma represent Programmes of Study, leading to Awards bearing their title prefixes. While we refer to our short studies, of 5 days to five weeks, as 'Courses', those with duration of 6 weeks and more are labelled 'Programmes'. Nevertheless, in line with popular usage, we often refer to all study durations 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 short courses accumulate to Postgraduate Certificate, with a total of 180 Credit-Hours (= 6 X 5-Day Courses or 3 X 10-Day Courses), or Postgraduate Diploma, with a total of 360 Credit-Hours (= 12 X 5-Day Courses or 6 X 10-Day Courses).

Delegates studying courses of 5-7 days' duration, equivalent to 30-42 Credit-Hours (Direct Lecturer Contact), will, on successful assessment, receive the Diploma – Postgraduate



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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 Certificate, 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, Postgraduate Certificate, or Postgraduate Diploma, as appropriate.

In the case of Diploma – Postgraduate, a minimum of 70% overall pass is expected. In order to receive the Awards of Postgraduate Certificate and 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 Certificate, Postgraduate Diploma, or Diploma - Postgraduate - will be given support for 2 re-submissions for each course. Those delegates who fail to achieve the assessment requirement for the Postgraduate Diploma or Diploma - Postgraduate - on 2 resubmissions, or those who elect not to receive them, will be awarded the Certificate of Attendance and Participation.

## **Diploma – Postgraduate, Postgraduate Certificate, and Postgraduate Diploma Application Requirements**

Applicants for Diploma – Postgraduate – Postgraduate Certificate, 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;

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- 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 and Duration of Postgraduate Certificate and Postgraduate Diploma Programmes

There are two delivery formats for Postgraduate Certificate and Postgraduate Diploma Programmes, as follows:

1. Intensive Full-time (Classroom-Based) Mode, lasting 3 months for Postgraduate Diploma, and 6 weeks for Postgraduate Certificate. These durations are based on six hours' lecturer-contact per day, five days (30 hours) per week, for Postgraduate Diploma;
2. Video-Enhanced On-Line Mode. This interactive online mode lasts twenty (20) weeks, for Postgraduate Diploma, and ten (10) weeks for Postgraduate Certificate. Our calculation is based on three hours per day, six days per week.

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



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## 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, 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 an increasing number of Specialist Postgraduate Certificate and Postgraduate Diploma Programmes. You might also accumulate Postgraduate Short Courses, via this mode of study, over a 6-year period, towards a Postgraduate Certificate or 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 similar classroom-based courses;



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- 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.

## 10-Week Video-Enhanced Online Postgraduate Certificate and 20-Week Video-Enhanced Online Postgraduate Diploma


You might study an Online Postgraduate Certificate or Online Postgraduate Diploma, in 10 and 20 weeks, respectively, in the comfort of your office or homes, through HRODC Postgraduate Training Institute's Video-Enhanced Online Delivery. We will deliver the 180 Credit-Hours and 360 Credit-Hours, in line with our regulation, through 'Direct-Lecturer-Contact', within the stipulated timeframe. We aim to fit the tuition around your work, family commitment and leisure, thereby enhancing your maintenance of an effective 'work-study-life-style balance', at times convenient to you and your appointed tutor.

## Cumulative Postgraduate Certificate and Postgraduate Diploma Courses

All short courses can accumulate to the required number of Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, over a six-year period from 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 one or two credits be attempted each year. This will ensure that the required 180 Credit-Hours and 360 Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, respectively, are



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achieved, within the designated period. These Credit-Values, awards and their accumulation are exemplified below.

<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>Postgraduate Certificate</b>
<b>7-Credit</b>	<b>210-234</b>	<b>Postgraduate Certificate (+ 1 Credit)</b>
<b>8-Credit</b>	<b>240-264</b>	<b>Postgraduate Certificate (+2 Credits)</b>
<b>9-Credit</b>	<b>270-294</b>	<b>Postgraduate Certificate (+3 Credits)</b>
<b>10-Credit</b>	<b>300-324</b>	<b>Postgraduate Certificate (+ 4 Credits)</b>
<b>11-Credit</b>	<b>330-354</b>	<b>Postgraduate Certificate (+5 Credits)</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>		

### **Exemplification of Accumulated Postgraduate Certificate and Postgraduate Diploma Award Titles**

All Specialist Postgraduate Certificate and 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



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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 Certificate in Accounting and Finance;**
3. **Postgraduate Certificate in Aviation Management;**
4. **Postgraduate Diploma in Aviation Management;**
5. **Postgraduate Certificate in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
6. **Postgraduate Diploma in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
7. **Postgraduate Certificate in Business Communication;**
8. **Postgraduate Diploma in Business Communication;**
9. **Postgraduate Certificate in Corporate Governance;**
10. **Postgraduate Diploma in Corporate Governance;**
11. **Postgraduate Certificate in Costing and Budgeting;**
12. **Postgraduate Diploma in Costing and Budgeting;**
13. **Postgraduate Certificate in Client or Customer Relations;**
14. **Postgraduate Diploma in Client or Customer Relations;**
15. **Postgraduate Certificate in Engineering and Technical Skills;**
16. **Postgraduate Diploma in Engineering and Technical Skills;**
17. **Postgraduate Certificate in Events Management;**
18. **Postgraduate Diploma in Events Management;**
19. **Postgraduate Certificate in Health and Safety Management;**
20. **Postgraduate Diploma in Health and Safety Management;**
21. **Postgraduate Certificate in Health Care Management;**
22. **Postgraduate Diploma in Health Care Management;**
23. **Postgraduate Certificate in Human Resource Development;**
24. **Postgraduate Diploma in Human Resource Development;**
25. **Postgraduate Certificate in Human Resource Management;**
26. **Postgraduate Diploma in Human Resource Management;**




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- 27. Postgraduate Certificate in Information and Communications Technology (ICT);**
- 28. Postgraduate Diploma in Information and Communications Technology (ICT);**
- 29. Postgraduate Certificate in Leadership Skills;**
- 30. Postgraduate Diploma in Leadership Skills;**
- 31. Postgraduate Certificate in Law – International and National;**
- 32. Postgraduate Diploma in Law – International and National;**
- 33. Postgraduate Certificate in Logistics and Supply Chain Management;**
- 34. Postgraduate Diploma in Logistics and Supply Chain Management;**
- 35. Postgraduate Certificate in Management Skills;**
- 36. Postgraduate Diploma in Management Skills;**
- 37. Postgraduate Certificate in Maritime Studies;**
- 38. Postgraduate Diploma in Maritime Studies;**
- 39. Postgraduate Certificate in Oil and Gas Operation;**
- 40. Postgraduate Diploma in Oil and Gas Operation;**
- 41. Postgraduate Certificate in Oil and Gas Accounting;**
- 42. Postgraduate Diploma in Oil and Gas Accounting;**
- 43. Postgraduate Certificate in Politics and Economic Development;**
- 44. Postgraduate Diploma in Politics and Economic Development;**
- 45. Postgraduate Certificate in Procurement Management;**
- 46. Postgraduate Diploma in Procurement Management;**
- 47. Postgraduate Certificate in Project Management;**
- 48. Postgraduate Diploma in Project Management;**
- 49. Postgraduate Certificate in Public Administration;**
- 50. Postgraduate Diploma in Public Administration;**
- 51. Postgraduate Certificate in Quality Management;**
- 52. Postgraduate Diploma in Quality Management;**
- 53. Postgraduate Certificate in Real Estate Management;**
- 54. Postgraduate Diploma in Real Estate Management;**



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**55. Postgraduate Certificate in Research Methods;**

**56. Postgraduate Diploma in Research Methods;**

**57. Postgraduate Certificate in Risk Management;**

**58. Postgraduate Diploma in Risk Management;**

**59. Postgraduate Certificate in Sales and Marketing;**

**60. Postgraduate Diploma in Sales and Marketing;**

**61. Postgraduate Certificate in Travel, Tourism and International Relations;**

**62. 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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