

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#226

**Protocol, Travel, Event, Tourism,
and Hospitality Management**

Programme

Leading To:

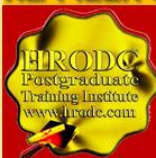
POSTGRADUATE DIPLOMA IN

**Protocol, Travel, Event, Tourism,
and Hospitality Management**

Postgraduate Diploma in Protocol, Travel, Events, Tourism and Hospitality Management - Page 1 of 70

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. RG. C.



HRODC POSTGRADUATE TRAINING INSTITUTE
A Postgraduate – Only Institution

Websites:
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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/>.

Programme 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);
- Teaching Certificate;



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- 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:

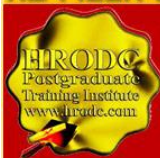
- Doctoral Research Supervisor;
- Admissions Tutor;
- Postgraduate and Undergraduate Dissertation Supervisor;
- Programme Leader;
- Personal Tutor

For Whom This Course is Designed
This Programme is Designed For:

- Chief Executive Officers;
- Chief Executives;
- Chief Secretaries;
- Conflict Resolution Consultants;
- Consultants;
- Corporate Directors;
- Cruise Operators
- Directors of Protocol;
- Divisional Managers;
- Embassy Attaches;
- Embassy Events Managers;
- Event Managers;
- Event Organisers;
- Event Planners;
- Events Contractors;
- Events Managers;
- Events Project Coordinators;
- Events Project Leaders;
- Executive Directors;
- Food and Beverages Managers
- Functional Managers;
- Fund Holders;
- General Investors;
- Government Agency Events Project Managers;
- Guest Relation Managers
- High Commission Events Managers
- High Commission Officials;
- Hotel and Tourism Consultants;
- Hotel Booking Agents
- Hotel Managers;

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M. RG. C.

- Human Resource Management Managers;
- Immigration Personnel;
- International Conflict Managers;
- International Negotiators;
- International Negotiators;
- Lecturers of International Affairs;
- Lecturers of Tourism;
- Lecturers;
- Local Tourism Development Officers;
- Management Consultants;
- Management Development Directors;
- Mediation Officers;
- Middle and senior managers tasked with the direct delivery of events or oversight of specialist sub-contractors;
- National Economists;
- National Government Ministers with Events in their Portfolio;
- National Government Ministers with Tourism in their Portfolio;
- National Tourist Officers;
- Non-Executive Directors;
- Organisational Leaders;
- Performance Consultants;
- Performance Measurement Specialists;
- Productivity Specialists;
- Programme Managers;
- Project Commissioners;
- Project Evaluators;
- Project Managers;
- Project Monitoring Personnel;
- Project Team Leaders;
- Protocol Directors;
- Protocol officers, including those covering public relations and/or travel arrangements;
- Protocol Officers;

- Public Relations Executives;
- Public Relations Officers;
- Public Relations Researchers;
- Quality Improvement Managers;
- Resort Managers
- Risk Analysts;
- Risk Managers;
- Royal Protocol Officers;
- Senior Civil Servants;
- Senior Executives and Managers;
- Senior Financial Advisors;
- Senior Financial Officers;
- Senior Leaders who oversee the activities of Teams;
- Specialist Team Leaders;
- Talent Managers;
- Team Development Personnel;
- Team Leaders;
- Team Members;
- Team Supervisors;
- Those in PR at the national, regional and community level;
- Those in PR in public sector, private sector and not-for-profit organisations;
- Those involved in international activities;
- Those responsible for Protocol;
- Tour Operators
- Tourism Consultants;
- Tourism Development Officers;
- Tourism Ministry Officials;
- Tourism Officials
- Tourism Promoters;
- Training and Development Managers;
- Training Directors;
- Transaction Analysts;
- United Nations Officials;

- Value Analysts;
- Value Engineers;
- Venture Capitalists;
- Vice Presidents;
- War Officers.

Classroom-Based Duration and Cost:	
Classroom-Based Duration:	12 Weeks (5 Days per Week)
Classroom-Based Cost:	£45,000.00 Per Student
Online (Video-Enhanced) Duration and Cost	
Online Duration:	20 Weeks, 3 Hours Per Day, 6 Days Per Week
Online Cost:	£30,150.00 Per Student

Classroom-Based 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:

- **Our Branded Leather Conference Folder;**
- **Our Branded Leather Conference Ring Binder/ Writing Pad;**
- **Our Branded Key Ring/ Chain;**
- **Our Branded Leather Conference (Computer – Phone) Bag – Black or Brown;**
- **Our Branded 8-16 GB USB Flash Memory Drive, with Course Material;**
- **Our Branded Metal Pen;**

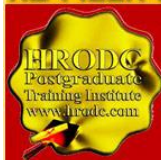
- **Our Branded Polo Shirt.;**
- **Our Branded Carrier Bag.**

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

Delivery Locations:

- 1. Central London, UK;**
- 2. Dubai, UAE;**
- 3. Kuala Lumpur, Malaysia;**
- 4. Amsterdam, The Netherlands;**
- 5. Brussels, Belgium;**
- 6. Paris, France; and**
- 7. Durban, South Africa;**
- 8. Other International Locations, on request.**

Protocol, Travel, Events, Hospitality and Tourism Management Leading to Postgraduate Diploma in Protocol, Travel, Events, Hospitality, and Tourism Management			
Module Number	Credit-Hours	Module Title	Credit-Value
226.M1	30	Protocol Management	1
226.M2	42	Travel Management	1
226.M3	90	Events Management	Triple-Credit
226. M4	120	Tourism and Hospitality Management	Quad-Credit
226.M5	90	Managing People and Risk, in Protocol, Travel, Events, Hospitality, and Tourism Management	Triple-Credit



Protocol, Travel, Events, Tourism and Hospitality Management Programme

Leading to Postgraduate Diploma in Protocol, Travel, Events, Tourism and Hospitality Management

Programme Objectives

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

Protocol Management

- Accurately send personalised invitations;
- Accurately, elucidate the importance, or otherwise, of 'Photo-Shoots';
- Address the importance of effective communication in Protocol Management;
- Ascertain the prevailing relationship between Embassies and High Commissions, on the one hand, and Host Government Ministries, on the other;
- Correctly interpret responses or non-responses to RSVP;
- Demonstrate a heightened understanding of the procedures involved in Visa Processing;
- Demonstrate their ability to Arrange Consulate, Embassy, High Commission, or Hotel Overnight Accommodation;
- Demonstrate their ability to avert potential Cultural Infringements;
- Demonstrate their ability to create and send formal invitations;
- Demonstrate their ability to establish good working relations with embassies or ministries;
- Demonstrate their ability to facilitate cross-cultural relations;
- Demonstrate their ability to shield their Diplomatic Corp;
- Demonstrate their ability to shielding their Diplomatic Corp;
- Demonstrate their ability to use organising as an inherent aspect of Protocol;
- Demonstrate their expertise in arranging Visits To their Home Country;
- Demonstrate their familiarity with the procedures involved in passport processing;

- Demonstrate their understanding of Political, Economic, Social, Technological, Ecological, and Legal (PESTEL) Factors, outlining how they might impinge on the role and operation of a Foreign Mission.
- Demonstrate their understanding of some culturally enshrined behaviour of their host or foreign nationals;
- Demonstrate their willingness to maintain the highest level of Confidentiality, and Secrecy, as are appropriate;
- Determine the formalities and rules applicable to visa arrangements and processing;
- Develop strategies in Planning, Organisation and Management, as aspect of their Protocol Duties;
- Develop strategies that address a crisis that might affect their National or State Government, or Parastatal, managing the associated risks;
- Devise appropriate protocol for specific diplomatic convoys;
- Elucidate the importance of effective communication in Protocol Management;
- Exhibit a heightened understanding of the concept of general protocol management;
- Exhibit their awareness of relevant 'Official Secrets Acts';
- Exhibit their competence in 'Media Relationship Management';
- Exhibit their competence in advising on 'Events Organisation';
- Exhibit their competence in choosing appropriate Events for International Visitors;
- Exhibit their competence in establishing heightened Events Standard;
- Exhibit their competence in maintaining Conventional and Exemplary Etiquette Rules;
- Exhibit their competence in maintaining cultural awareness.
- Exhibit their understanding of General Protocol Management;
- Explain the efforts that they currently make, or will be making, to adhere to the Data Protection Regulation of their Host and other Foreign Countries;
- Explain the procedure for arranging visits to their Host Country;
- Explain the role of a State Protocol Officer;
- Handle exhibition planning and participation.
- Illustrate their ability to choose appropriate gifts, for dignitaries;
- Illustrate their ability to coordinate with their peers;
- Illustrate their acquisition of competence in in Planning, Organising and Managing, as elements of their Protocol Duties;

- Illustrate their conversance with the Immigration Regulations and requirements of specific countries;
- Indicate how they have been maintaining, or will establish and maintain excellent relationship with the Ministries in their Host Country, particularly the Foreign Ministry;
- Indicate the most appropriate ways in which to promote the relationship between Embassies and High Commissions, on the one hand, and Host Government Ministries, on the other;
- Make special arrangements and planning for vehicular convoys;
- Narrate their effort to maintain protocol consistency;
- Produce effective seating arrangements, in specified formal occasions;
- Propose how they will establish excellent working relationship with Business Operators in their Host Country;
- Propose how they will initiate Visits Follow-ups;
- Provide an enhanced definition of communication, within an organisational setting;
- Suggest a Protocol for the amendment of Particular International Treaties;
- Suggest how they will, effectively, research traditions and customs of host and foreign countries;
- Suggest the efforts necessary to avert etiquette breaches by mission members;
- Suggest the measures that might be implemented to create, maintain and improve corporate identity;
- Suggest the protocol that might be initiated in International Relations, for Internal Disaster Management;
- Suggest ways for effective implementation and maintenance of corporate identity;

Travel Management

- Be conversant with the rules on international freight arrangements for personal belongings;
- Demonstrate a heightened understanding of International Airline Ticketing and Flight Schedules, that will avert flight inconvenience;
- Demonstrate a heightened understanding of the procedures involved in Visa Processing;

- Demonstrate the step-by-step process in making effective schedule;
- Demonstrate their ability to Arrange Consulate, Embassy, High Commission, or Hotel Overnight Accommodation;
- Demonstrate their ability to avert potential Cultural Infringements;
- Demonstrate their ability to conduct 'risk assessment';
- Demonstrate their ability to create and send formal invitations;
- Demonstrate their ability to establish and maintain itineraries;
- Demonstrate their ability to facilitate cross-cultural relations;
- Demonstrate their ability to maintain and improve relationship with High Commission or Embassy, and Host Ministries;
- Demonstrate their ability to manage conflict effectively, incorporating the occasions when it should be encouraged;
- Demonstrate their ability to organise special events;
- Demonstrate their ability to promote effective 'inter-agency' and 'intra-agency' communication;
- Demonstrate their familiarity with the procedures involved in passport processing;
- Determine the formalities and rules applicable to visa arrangements and processing;
- Enumerate the duties and responsibilities of the different airport personnel and officers;
- Exhibit their ability to, effectively and smartly, initiate and conclude Hotel and Airline Reservations;
- Exhibit their ability to, effectively and smartly, initiate and concluder Hotel and Airline Reservations;
- Exhibit their competence in 'Media Relationship Management';
- Explain the efforts that they currently make, or will be making, to adhere to the Data Protection Regulation;
- Identify the different ways of visa processing, arrangements and the common requirements observed in various countries;
- Identify the requirements for arranging business travel;
- Illustrate their conversance with the Immigration Regulations and requirements of specific countries;
- Make proper coordination with hotels for visa processing;
- Make special arrangements and planning for vehicular convoys;
- Manage projects in a systematic way;

- Manage resources more efficiently;
- Meet tight deadlines with time to spare;
- Narrate the duties and responsibilities of the different airport personnel and officers;
- Narrate the duties and responsibilities of the different airport personnel and officers;

Events Management

- Accurately send personalised invitations;
- Accurately, elucidate the importance, or otherwise, of photos and videos in events management;
- Correctly interpret responses or non-responses to RSVP;
- Demonstrate their ability to create and sending formal invitations;
- Demonstrate their ability to organise special events;
- Demonstrate their understanding of Political, Economic, Social, Technological, Ecological, and Legal (PESTEL) Factors, and their effect on Events Management;
- Exhibit their competence in advising on 'Events Organisation';
- Exhibit their competence in choosing appropriate Events for International Visitors;
- Exhibit their competence in establishing heightened Events Standard;
- Exhibit their competence in maintaining Conventional and Exemplary Etiquette Rules in their Events Management;
- Exhibit their competence in drawing on their cultural awareness in their Events Management;
- Illustrate their conversance with the Immigration Regulations and requirements of specific countries;
- Implement techniques for minimising disruptions;
- Narrate the duties and responsibilities of the different airport personnel and officers;

Managing People and Risk

- Address the salient issues associated with Dysfunctional Behaviours;
- Adopt appropriate strategies for dealing with interruptions;
- Adopt effective delegation techniques;
- Apply appropriate rewards and, or, disincentives that are applied to a given team situation – thereby promoting team 'functionality';

- Apply group dynamics to organisational settings;
- Appreciate the importance of averting resonance, during meetings;
- Ascertain how to work with disorganised colleagues;
- Ascertain the possible causes and effects of meeting mismanagement;
- Create an effective agenda that will keep the meeting on track;
- Create an effective Disaster Recovery Plan;
- Deal with information overload;
- Decide which tasks can be delegated;
- Define communication;
- Define Group Dynamics;
- Demonstrate a heightened understanding of the different personality types and their corresponding influences;
- Demonstrate a heightened understanding of the nature of Strategic Public Relations;
- Demonstrate a heightened understanding of the type and permanence of the leadership of a team;
- Demonstrate a high level of understanding of a team attempts to replace a situational leader, to enhance stability, acceptability or renewed or clarified mission or objectives;
- Demonstrate an awareness of their 'Team Building and Maintenance Roles' that will improve team effectiveness;
- Demonstrate an effective 'leader behaviour' when dealing with dysfunctional behaviours;
- Demonstrate an understanding of the notion that societal socio-economic hierarchy might be informally represented in teams;
- Demonstrate the effectiveness of the strategy that they have devised for dealing with intra-team competition;
- Demonstrate the step-by-step process in making effective schedule;
- Demonstrate their ability to conduct 'risk assessment';
- Demonstrate their ability to deal with the psychological effect of disbandment;
- Demonstrate their ability to determine the necessity, and conduct, of meetings;
- Demonstrate their ability to employ transactional analysis in a team context;
- Demonstrate their ability to establish and maintain itineraries;
- Demonstrate their ability to manage conflict effectively, incorporating the occasions when it should be encouraged;

- Demonstrate their ability to promote effective 'inter-agency' and 'intra-agency' communication;
- Demonstrate their appreciation of the fact that workers belong to different classes, in society;
- Demonstrate their appreciation of the importance of time management;
- Demonstrate their awareness of the value of team cohesiveness and team solidarity, and the dangers of over-cohesiveness.
- Demonstrate their grasp of the salient issues associated with performance management;
- Demonstrate their understanding of Resonance as an issue in team effectiveness;
- Demonstrate their understanding of the 'risky shift syndrome', outlining the steps that they will take to avert them;
- Demonstrate their understanding of the concept of Continuity Management in the Public Sector;
- Demonstrate their understanding of the concept of multitasking;
- Demonstrate their understanding of the difference between important and urgent activities/works;
- Demonstrate their understanding of the dysfunctionality of resonance during meetings;
- Demonstrate their understanding of the factors contributing to managers' time-wasting activities;
- Demonstrate their understanding of the importance of Gatekeeping in team formal settings;
- Demonstrate their understanding of the importance of Strategic Public Relations in 'Image Formulation' and Maintenance;
- Demonstrate their understanding of the social and psychological relevance of the stages of formation of a group;
- Demonstrate their understanding of the theoretical and practice bases of Team Dynamics;
- Demonstrate their understanding of the underlying principles of "Time" In An Organisational Wide Context;
- Demonstrate their verbal and written communication skills, for excellent presentation;
- Demonstrate your understanding of the social and psychological relevance of the stages of formation of a group;

- Describe the effort that they will make to enhance the 'critical faculty' of their team;
- Detect Dysfunctional Behaviours in Team Settings;
- Determine how efficient time management increases work effectiveness and productivity;
- Determine how goal setting can lead to proper time management;
- Determine the optimum team size for effective functioning;
- Determine why a temporary team is likely to be more problematic to lead than a permanent team;
- Develop crisis management strategies, for their organisation;
- Develop effective communication strategies that might be applied to team settings, minimising technical language;
- Develop strategies in handling crisis which may affect their organisation;
- Develop their personal "To-Do List;"
- Devise efficient tactics to implement strategies using the tactical management principles;
- Distinguish between 'Groupthink' and 'Teamthink';
- Distinguish between Command Teams, Boards, Committees and Task Forces;
- Distinguish between groups and mere aggregations;
- Distinguish between Temporary Committees and Standing Committees;
- Distinguish the difference between groupthink and teamthink;
- Draft an outstanding contingency plan for their organisation;
- Employ strategies to encourage enthusiastic participation and contribution in meetings;
- Enumerate the barriers to effective communication and propose some ways to overcome them;
- Enumerate the benefits of effective time management;
- Enumerate the different time management tips for managers;
- Establish a basis for standard setting in their teams;
- Evaluate the effectiveness of their strategy for addressing situations where team members seek sympathy;
- Exemplify how to utilize their gap times;
- Exhibit a heightened understanding of the intimidating effect that class might have on team members, and, hence, the leader's responsibility to ensure that this informal hierarchy is dispensed with in the promotion of a 'classless team';

- Exhibit n understanding of the phases of Forming, Storming, Norming, Performing and Disbandment;
- Exhibit tact in discouraging team members' distracting behaviours;
- Exhibit their ability to develop appropriate protocol for specific scenario;
- Exhibit their enhanced verbal and written communication skills, for improved presentations;
- Explain the bases for the feeling of 'Togetherness' or 'Awareness' IN an Aggregation;
- Explain the occasions in which a situational leader is likely to emerge;
- Explain the Team Typological Bases;
- Explain why a team's disbandment might have a negative psychological effect on members and the team leader;
- Formulate corporate strategies pertinent to the operation of their organisation;
- Formulate strategies in handling unexpected job emergencies;
- Formulate their individualized plan of action, to maximise their use of time;
- Handle exhibition planning and participation;
- Identify the different meeting menaces and learn how to deal with them;
- Identify their professional goals and personal time;
- Identify time bandits and devise strategies for dealing with them;
- Identify time wasters and adopt strategies for eliminating them;
- Illustrate how they might resolve interpersonal problems among team members;
- Illustrate how they will assert themselves politely and calmly, within their varying work contexts;
- Illustrate how they will determine the contribution of each team member to team goal accomplishment;
- Illustrate how they will enhance the issue of 'gatekeeping' to ensure that team members, in general, participate in team meetings, extending support to the weak, ensuring that introverted team members are not intimidated or 'crushed' by the extroverted;
- Illustrate how they will manage their workloads more effectively;
- Illustrate how to diffuse the negative impact of others;
- Illustrate their ability to manage the risk to their organisations, using the principles of continuity management and disaster recovery;
- Implement techniques for minimising disruptions;
- Indicate how they will address the issue of interruptions constructively;

- Indicate how they will establish key competencies in teams;
- Indicate how they will help team members to channel their energies into task performance, establishing realistic goals;
- Indicate how they will recognise resonance in their teams, outline the steps that they will take to avert or reduce its occurrence, outlining how they will be 'cautioning' resonators;
- Indicate how they will reward exceptional performance in their teams;
- Indicate how they will utilise the different time management tools to increase their work effectiveness and productivity;
- Indicate how they would handle blocking, effectively;
- Indicate the range of tangible rewards that might be utilised in a team;
- Indicate the risk mitigation measures that they will employ, in different scenarios;
- Indicate the steps that they will take to harmonise their teams;
- Indicate their acceptance of the importance of goals;
- Internalise the dysfunctional effect of 'resonance' in a team context;
- Make special arrangements and planning for vehicular convoys;
- Manage information flow and retrieval process;
- Manage projects in a systematic way;
- Manage resources more efficiently;
- Manage the risk to their business or organisation, using the principles of continuity management and disaster recovery;
- Meet tight deadlines with time to spare;
- Name the different planning tools;
- Order the team formation stages, explaining the psychological issues that beset them and relate them to organisational functioning;
- Outline the difference between being "busy" and "productive;"
- Outline the steps that they will take to avert groupthink and promote teamthink;
- Plan to make the best use of the time available through the art of effective scheduling;
- Prioritise 'urgent' and 'important' activities;
- Propose an effective remedy to 'member withdrawal';
- Propose an effective way of dealing with interfering behaviour;
- Propose measures towards a team's performance improvement;
- Propose standards of measuring competence in teams;

- Propose suitable intangible rewards that might be applied to a team situation;
- Propose useful techniques for setting and achieving goals;
- Provide a basis for a team's standard setting - establishing standards and evaluating progress;
- Provide an indication of their awareness of the fact that team members' class consciousness might relate to the positions that they occupy in the organisation or society;
- Provide an individually synthesized proposal for dealing with aggressiveness;
- Provide examples of command teams, highlighting the situations in which a leader might belong to two Command Teams;
- Provide examples of how a leader should encourage desirable behaviours in a team;
- Put forward a satisfactory way of addressing 'special pleading';
- Realise the importance of agenda;
- Solve problems through the 'Trading Game Scenario'.
- Specify the negative effects of poor time management;
- Specify the steps that managers and team leaders need to take, to ensure productive and effective meetings;
- Suggest at least three causes of procrastination, proposing relevant techniques to overcome them;
- Suggest how one might address unreasonable requests from one's manager;
- Suggest how one might develop and maintain a good time management habit;
- Suggest how they might employ an effective diversity management that discourages resonance;
- Suggest how they will maintain their responsibility;
- Suggest how to determine which individual members of a team can improve their performance – and subsequently, their contribution to the team as a way of harnessing team synergy;
- Suggest how to establish acceptable performance levels in teams, observing performance indicators;
- Suggest how to reduce time spent in meetings, without impairing operational effectiveness;
- Suggest the differences in interpretation of groups and teams;
- Suggest the efforts necessary to avert etiquette breaches by mission members;

- Suggest the most effective ways of dealing with task delegation;
- Suggest the protocol that might be initiated in International Relations, for Internal Disaster Management;
- Suggest ways for effective implementation and maintenance of corporate identity.
- Suggest ways of improving team morale, while enhancing their effectiveness
- Suggest ways to counteract the effect of the informal hierarchy - in teams other than command teams;
- Suggest ways to manage multiple tasks;
- Suggest ways to maximize their personal effectiveness;
- Use effective delegation techniques in a workplace setting;
- Use practical techniques for organising work;

Programme Contents, Concepts and Issues

Module 1 Protocol Management

M1-Part 1: Executing The Protocol Management Role (1)

Contextualising Protocol

- Conceptualising Protocol;
- Defining Protocol;
- Diplomatic Relations;
- Duties of Protocol Officers;
- Essentials of Protocol;
- Order of Precedence;
- Qualities of effective Protocol Officers;
- Vienna Convention on Diplomatic Relations.

Exploring the Role of a protocol Manager

- Facilitation of cross-cultural relations;
- Promoting effective communication;
- Planning as an element of Protocol;
- Organising as an inherent aspect of Protocol;
- Managing, as elements of Protocol;
- Promoting Relationship between Embassies and High Commission, on the one hand, and Host Government Ministries, on the other;
- General Protocol Management;
- Understanding the duties and responsibilities of the different airport personnel and officers.

M1- Part 2: Executing The Protocol Management Role (2)

- Importance of effective communication in Protocol Management;
- Procedures involved in Passport Processing;
- Role of a State Protocol Officer;
- Maintaining and improving relationship with High Commission or Embassy, and Host Ministries;
- Establish heightened Events Standard;
- Maintaining Conventional and Exemplary Etiquette Rules;
- Being Research-Aware;
- Choosing Appropriate Events for International Visitors;
- Coordinating with Peers;
- Choosing appropriate Gifts;
- Maintaining Cultural Awareness;
- Shielding Diplomatic Corp;
- Media Relationship Management;
- Advising on Events Organisation;
- Arranging Visits to Host Country;

- Arranging Visits To Home Country;
- Ensuring protocol Consistency.

M1 - Part 3: Executing The Protocol Management Role (3)

- Researching traditions and customs;
- Understanding Culturally Enshrined Behaviour;
- Organising Special Events;
- Conducting Risk Assessment;
- Establishing Risk Mitigation Effort;
- Creating and sending invitations;
- Personalising Invitations;
- Interpreting Response or Non-response to RSVP;
- Effective Seating Arrangements;
- Taking advantage of 'Photo-Shoots';
- Establishing and maintaining Itineraries;
- Meeting necessitation and conduct;
- Transportation Schedule.

M1 - Part 4: Executing The Protocol Management Role (4)

- Vehicular Convoy Arrangements;
- Meeting Venue;
- Arranging Consulate, Embassy, High Commission, or Hotel Overnight Accommodation;
- Keeping an eye out for potential Cultural Infringements;
- Averting Etiquette Breaches;
- Understanding Political, Economic, Social, Technological, Ecological, and Legal (PESTEL) Factors, and how they might impinge on the role and operation of a Foreign Mission.
- Establishing excellent working relationship with Business Operators in the Host Country;

- Establishing and maintaining excellent relationship with Ministries in Host Country, particularly the Foreign Ministry;
- Understanding and adhering to the Data Protection Regulation of the Host and other Foreign Countries;
- Maintaining the highest level of Confidentiality, and Secrecy, where appropriate;
- Awareness of relevant 'Official Secrets Acts';
- Initiating Visits Follow-ups.

M1 - Part 5: Protocol For Events Planning and Hosting

Important Elements of Diplomatic Protocol in Events Planning and Hosting

- Ceremony;
- Etiquette;
- Titles and forms of addresses;
- Introduction using the various Titles, Degrees, Ranks, and Ratings;
- Correspondence;
- Conventional Mannerisms;
- Wardrobe;
- Dinning.
- Special Arrangements and Planning for Vehicular Convoys.

Salient Aspects of Diplomatic Protocol, for Events Planning and Hosting

- Ceremony;
- Etiquette;
- Titles and forms of addresses;
- Using the various Titles, Degrees, Ranks, And Ratings;
- Correspondence;
- Good Manners;
- Wardrobe;

- Dinning.
- Special Arrangements and Planning for Vehicular Convoys.

Module 2 Travel Management

M2 - Part 1: Visa and Immigration Formalities

- Conceptualising 'Visa';

Types of Visa:

- Transit Visa;
- Airside Transit Visa;
- Private Visa;
- Tourist Visa;
- Visa for Medical Reasons;
- Business Visa;
- Working Holiday Visa;
- Student Visa;
- Temporary Worker Visa;
- Journalist Visa;
- Residence Visa;
- Spousal Visa or Partner Visa;
- Marriage Visa;
- Pensioner Visa;
- Diplomatic Visa;
- Courtesy Visa;
- On-Arrival Visa;
- Electronic Visa.

Visa Entry Types:

- Single-entry;
- Double-entry;
- Multiple-entry.

- Visa Application;
- Visa Processing;
- Visa Refusal;
- Visa Extensions;
- Visa Exemption Agreements.

Single Visa for Entry in Multiple Countries (Common Visa):

- The Schengen Visa;
- Central American Single Visa.

- Passport-Free Travel.

M2 - Part 2: UK General Visa Categories and Their Requirements

- Leave to Enter or Remain in the UK;
- UK Family Visitor Visa;
- UK General Visitor Visa;
- UK Child Visitor Visa;
- UK Business Visitor Visa;
- UK Sports Visitor Visa;
- UK Entertainer Visitor Visa;
- UK Prospective Entrepreneur Visa;
- UK Private Medical Treatment Visitor Visa;
- UK Approved Destination Status (ADS) Visa;
- UK Permitted Paid Engagements Visitor Visa.

Recent UK Visa Categorisations and Replacements.

M2 - Part 3: Hotel and Airline Booking Arrangements

Hotel Reservation

- On-line
- Telephone
- Guidelines in Hotel Reservation.

Airline Reservation

- Direct Airline Reservation
- Reservation through a Travel Agent
- Internet Travel Website
- Changing Flight Reservation
- Cancelling Flight Reservation
- Electronic Ticket (E-Ticket)
- Benefits of an E-Ticket
- Disadvantages of an E-Ticket
- Getting the Best Airfare Prices
- Corporate Hotel Booking Arrangement

M2 - Part 4: The Nature of Strategic Public Relations

- Defining Public Relations
- Key Public Relations Tools

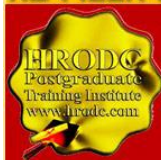
Additional Public Relation Activities

- Market Monitoring;
- Crisis Management.

- Trends in Public Relations
- Objectives of Public Relations
- Public Relations vs. Marketing vs. Advertising
- Advantages of Public Relations
- Disadvantages of Public Relations

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M. RG. C.

M2 - Part 5: Professional Travel Agency Management (1)

- Airline Ticket Class;
- Infant Ticketing Policy;
- Flight Schedule;
- Flight Arrangement for Personal Belongings;
- Defining Travel Agency;
- Origin of Travel Agency;
- Concepts;
- Operations of Travel Agency;
- Types of Agencies;
- Travel Agency Commissions;
- International Air Transport Association (IATA) Membership;
- Consolidators;
- Poor Booking Practices.

M2 - Part 6: Professional Travel Agency Management (2)

- Online Booking Opportunity or Threat?
- Functions of Travel Agency;

Land Issues Planning:

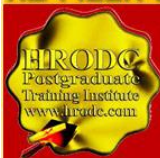
- Accessibility;
- Space and Infrastructure;
- Parking;
- Amenity Value.

Legal Requirements:

- Land Use Zoning;
- Licensing and Registration;
- Other legal Requirements;
- Policy.

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M. RG. C.

Business Issues:

- Travel Agency Business Structure;
- Managing Travel Agency Business;
- Promotion;
- Marketing.

7 C's of Travel Services Marketing:

- Competence;
- Confidence;
- Credibility;
- Consistency;
- Customisation;
- Care;
- Clout.

M2 - Part 7: Professional Travel Agency Management (3)

Financial Issues associated with Travel Agency Management:

- Sources of Finance;
- Business Plan;
- Financial Record Keeping;
- Budgeting;
- Tariff Structures.
- Package and Group Tours.

Package Tour:

- Factors Influencing Package Tour Cost;
- Components of Package Tour.

Group Tour:

- Steps in Planning a Group Tour.

Sales, Processes and Customer Retention:

- Sales Process;
- Customer Retention.

Module 3 Events Management

M3 - Part 1: Contextualising Events Management

- Establishing the conceptual and contextual bases of Events;

Popular Event Types and their Contexts

- Carnivals;
- Conferences;
- Conventions;
- Fairs;
- Festivals;
- Inaugurations;
- International Exhibitions;
- International Expositions;
- Launces;
- Local Exhibitions
- National Exhibitions;
- National Expositions or Expos;
- Parties;
- Promotions;
- Retreats;
- Roadshows;
- Symposia;
- Trade Shows;

- Training;
- Weddings;
- Miscellaneous Events.

M3 - Part 2: Preliminary Issues in Events Planning and Operation

- Event creation and design;
- Event life cycle;
- Event Objectives;
- Event operations;
- Events in public spaces;
- Events Project Management;
- Hospitality Issues;
- Impact evaluation;
- International Events;
- Legal Issues associated with Events Hosting;
- Local Events;
- National Events;
- New media technologies
- Real-Time 'Location-Based Events';
- Regional Events;
- Risk management and mitigation Issues;
- Security;
- Single-Venue vs Multi-Venue Events;
- Sponsorship
- Stationary vs Mobile Event;
- Sustainability and sustainable event management
- Venue Choice;
- Virtual Interactive Events;
- Virtual Non-Interactive Events.

M3 - Part 3: Events Sponsorship

- Initiating Event Sponsorship;
- Sponsorship Plan;
- Sponsorship Research;
- Effective Sponsorship Proposal;
- Sponsorship success and growth;
- Maintaining good relationship with Sponsors;
- The Creative Approach to Sponsorship;
- The Keys to Successful Sponsorship;
- The Legal Issues in Event Sponsorship;
- Sponsor-Client Relationship;
- Generating repeat sponsorship;
- The Sponsorship Evaluation Process;
- The Globalisation of Event Sponsorship;
- Significance of Networking in Sponsorship Drive;
- The Future of Global Event Sponsorship;
- Sponsorship Platforms and their effectiveness.

M3 - Part 4: Issues Associated With Events Project Management

Conceptualising Project Management

- Project Defined;
- Distinction between Project and Task;
- Project Classification;
- Pre-Project Commissioning;
- The Project Management Concept;
- Pre-feasibility and Feasibility Studies;
- Project Life Cycle.

Project Life Cycle Phases:

- Project Initiation;
- Project Planning;
- Project Execution;
- Project Monitoring;
- Project Completion;
- Project Commissioning.

Important Aspects of Project Management

- Project Evaluation;
- Project Completion;
- Project Life Cycle Management;
- Project Co-ordination;
- Project Sustainability;
- The Role of the Project Manager.

M3 - Part 5: Initiating The Events Project

Getting The Project Started

- Pre-feasibility and Feasibility Studies;
- Pre-Project Commissioning;
- Initial Steps of the Project Initiation Phase;
- Using Project Selection Models/Methods:
- Criteria for Choosing Project Selection Model;
- Nature of Project Selection Model.

Nonnumeric Project Selection Model

- The Sacred Cow;
- The Operating Necessity;
- The Competitive Necessity;

- The Product Line Extension;
- Comparative Benefit Model.
- Numeric:

Numeric Project Selection Model

M3 - Part 6: Planning The Events Project (1)

- Project Objectives;
- Deliverables;
- Milestones;
- Technical Requirements;
- Limits and Exclusions;
- Reviews with Customers.
- Project Priority;
- The Triple Constraints;
- Work Breakdown Structure (WBS)
- Process Breakdown Structure.
- Responsibility Matrix;
- Project Planning Process;
- Resources Needed for the Project Time Management;
- Defining Activity;
- Sequencing Activity;
- Estimating Activity Resource;
- Estimating Activity Duration;
- Schedule Development;
- Schedule Control.
- Other Practical Considerations in Developing Networks.

M3 - Part 7: Planning The Events Project (2)

Project Cost Management:

- Cost Estimating;
- Cost Budgeting;
- Cost Control.

Project Quality Management:

- Quality Planning;
- Performing Quality Assurance;
- Performing Quality Control.

Clearing The Final Hurdle

- Developing the Project Plan;
- Creating a Project Network Diagram;
- Obtaining Project Plan Approval;
- Evaluating the Project Charter.

M3 - Part 8: Events Project Execution

- Executing the Tasks Defined in the Project Plan;
- The Roles of the Team;
- The Pure Project Organisation;
- Matrix Management;
- Structure Selection;
- Mixed Organisational Structures and Coordination;

Project's Human Resource Management:

- Human Resource Planning;
- Acquire Project Team;
- Develop Project Team.

M3 - Part 9: Events Management and The Media

- Events and Media;
- Understanding Media;
- The Role of the Media in the Events Management;
- The Media and Links to Stakeholders;
- Information Management and the Media;
- The Impact of Media Coverage on Events' Success;
- Crisis Management for Event Managers.

M3 - Part 10: Events Coordination

- The essence of coordination;
- Departmentalising;
- Division of Task;
- Role assignment;
- Reporting Mechanism;
- Establishing communication channels;
- Establishing 'Short-Circuit' in Communication Mechanism;
- Delegating Responsibilities;
- Establishing clear accountability;
- Creating and maintaining operational transparency;
- Working with Vendors and Volunteers;
- Establishing a 'Review Process'.

M3 - Part 11: Events Project Monitoring

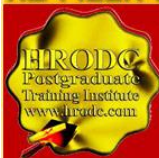
- Introduction to Project Monitoring;
- Monitoring Mechanisms;
- Monitoring tools;
- Participatory Monitoring;
- Steps to Participatory Monitoring Techniques;
- The Purpose of Project Monitoring and Evaluation;
- Key Principles of Project Monitoring and Evaluation;
- Critical Success Factors of Project Monitoring and Evaluation;
- Project Audit;
- Types of Project Audit;
- Contents of the Project Audit.
- A Format for a Project Audit;
- The Project Audit Life Cycle;
- Phases of Project Auditing;
- The In- Progress Project Audit;
- Post Completion Project Auditing;
- Verification Activities During Project Monitoring and Control;
- Quality Assurance and Project Monitoring;
- Project Monitoring Process Description;
- Types of Project Monitoring Activities;
- Elements of Project Monitoring;
- Post- Programme or Post- Project Monitoring.

M3 - Part 12: Events Project Evaluation

- Introduction to Project Evaluation Phase;
- Programme Evaluation;
- Evaluation Outputs and the Project/Programme Cycle;

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- The Objectives of Programme Evaluation;
- Evaluation Steps;
- Broad Evaluation Design Strategies;
- Performance Logic Chain Assessment;
- Pre-implementation Assessment;
- Process Implementation Evaluation;
- Rapid Appraisal;
- Case Study;
- Impact Evaluation;
- Meta- Evaluation;
- Characteristics of Quality Evaluations;
- Types of Evaluation.

M3 - Part 13: Events Project Completion or Termination Phase

- Appropriate Project Termination Activities;
- Activities in Closeout Phase;
- Reasons for Stopping in Mid-Stream;
- Early Termination Analyses;
- Modes of Project Closure/Termination;
- Project Disposition Phase;
- The Objective of Project Termination Phase;
- Roles and Responsibilities During the Termination Phase;
- Deliverables During the Disposition Phase;
- Final Project Report;
- Mid-Term Evaluation Report: Sample Outline;
- Annual Programme/Project Report.

Module 4 Tourism and Hospitality Management

M4 - Part 1: Hospitality and Lodging (1)

- Hospitality, Defined;
- Hospitality Management, Defined;
- Constituents of the Hospitality Industry.

Development of Hospitality:

- Ancient Times;
- Greece and Rome;
- Medieval Times;
- Coffee Houses;
- The New World;
- The French Revolution;
- The Nineteenth Century;
- The Twentieth Century.

M4 - Part 2: Hospitality and Lodging (2)

- Hospitality Industry leaders;
- The Pineapple Tradition;
- Hospitality vis-à-vis Tourism;
- Characteristics of the Hospitality Industry;
- Philosophy of Hospitality Industry;
- Sustainable Hospitality;
- Success in Service;
- Usual Situations in the Hospitality Industry.

Focusing on Service:

- Service as an element of 'Modern Quality System';
- Contextualising Guest Service;
- Guest Personalisation and Welcome;
- Applying Kinesiology to 'Intervention';
- Enhancing Communication Effectiveness;
- Simplifying Internal Communication;
- Facilitating Hassle-Free External Communication;
- Effective Concierge Service;
- Airport Transfer Facilitation;

M4 - Part 3: The Interrelated Nature Between Hospitality Management and Tourism (1)

- What is Tourism?;
- Benefits of Tourism;
- Long-Term Prospects: Tourism 2020 Vision;
- The Five Ages of Tourism;
- Pre-Industrial Revolution;
- Rail, Automobile, and Coach Travel;
- Travelling by Train;
- Rail Travel Abroad;
- Travelling by Car:
- Car Rental.
- Travelling by Bus:
- Types of Bus Services;
- Airlines;
- The-Hub-and-Spoke System.

M4 - Part 4: The Interrelated Nature Between Hospitality Management and Tourism (2)

- New Airplanes;
- Components of Airline Profit and Loss;
- Load Factor;
- Cruise Ships;
- Cruise Market;
- The Economic Impact of Tourism;
- The Multiplier Effect.

Promoters of Tourism:

- State Offices of Tourism;
- City Level Offices of Tourism and Convention Centres;
- National Offices of Tourism;
- Tour Operators;
- Travel Agencies;
- Tour Wholesalers and Consolidators;
- Destination Management Companies.

M4 - Part 5: The Interrelated Nature Between Hospitality Management and Tourism (3)

- Business Travel;
- Social and Cultural Impact of Tourism;
- Ecotourism;
- Sustainable Ecotourism;
- Cultural, Heritage, Nature and Volunteer Tourism;

World Heritage Sites:

- Cultural Tourism;
- Heritage Tourism;
- Nature Tourism;
- Culinary Tourism;
- Volunteer Tourism.
- Current Developments in Tourism;
- Tourism During a Pandemic.

M4 - Part 6: Operations Management: An Introduction

- Defining Operations management
- The Origins of Operations Management
- Development of Operations Management
- Adam Smith's Contribution to Operations Management
- Modern Operations Management
- Crucial Elements of Operations Management

M4 - Part 7: The Hotel Business (1))

- Franchising in the Hospitality Industry;
- Referral Associations;
- Management Contracts;
- Real Estate Investment Trusts;
- Hotel Development;
- Economic Impact of Hotels;
- Classification of Hotels;

Types and Locations of Hotels:

- City Centre Hotels;
- Resort Hotels;
- Airport Hotels;

- Freeway Hotels and Motels.

M4 - Part 8: The Hotel Business (2)

Types and Locations of Hotels (cont.):

- Casino Hotels;
 - Convention Hotels;
 - Full-Service Hotels;
 - Economy/Budget Hotels;
 - Boutique Hotels;
 - Extended-Stay Hotels and All-Suite Extended-Stay Hotels;
 - Condotels and Mixed-Use Hotels;
 - Bed and Breakfast Inns.
-
- Best, Biggest, and Most Unusual Hotels and Chains;
 - Vacation Ownership;
 - International Perspective;
 - Sustainable or Green Lodging;
 - Current Developments in Hotel Development.

M4 - Part 9: Rooms Division Operations (1)

- Functions and Departments of a Hotel;
- Management Structure;
- Role of the Hotel General Manager;
- The Executive Committee;

The Departments:

- Rooms Division;
- Front Office:
 - The Guest Cycle.

- Night Auditor.

Revenue Management:

- Energy Management Systems;
- Call Accounting Systems;
- Guest Reservation System.

M4 - Part 10: Rooms Division Operations (2)

Revenue Management (cont.):

- Billing Guests;
- Security;
- Guest Comfort and Convenience.

- The Reservations Manager;
- Communications Systems;
- Guest Services/Uniformed Services;
- Concierge;
- Housekeeping;
- Laundry;
- Sustainable Lodging:
 - Green Hotel Initiatives.
- Security/Loss Prevention;
- Current Developments in Hotels and Room Division Operations.

M4 - Part 11: Food and Beverage Operations

- Food and Beverage Management;
- Food & Beverage Organization Chart;
- Kitchen;

- Food Operations;
- Bars;
- Stewarding Department;

Catering Department:

- Seating Styles;
- Catering Event Order (CEO);
- Catering Coordinator;
- Catering Services Manager (CSM).
- Room Service/In-Room Dining;
- Sustainable Food and Beverage Operations;
- Current Developments in Food and Beverage Operations.

M4 - Part 12: Beverages Operation (1)

- Wine;
- Light Beverage Wines;
- Sparkling Wines;
- Fortified and Aromatic Wines;
- The History of Wine;
- The Wine-Making Process;
- Wine Matching with Food;
- Major Wine-Growing Regions;
- Reading Wine Label;
- Wine and Health;
- Sustainable Wine Production.

Beer:

- The Brewing Process;
- Organic and Craft Beers, Microbreweries, and Brewpubs.

Spirits:

- Scotch Whisky;
- Irish Whisky;
- Bourbon Whisky;
- Canadian Whisky;
- White Spirits;
- Other Spirits;
- Cocktails.

M4 - Part 13: Beverages Operation (2)

Non-alcoholic Beverages:

- Non-alcoholic Beer;
- Coffee;
- Tea;
- Carbonated Soft Drinks and Energy Drinks;
- Juices;
- Bottled Water.

Bars and Beverage Operations:

- Bar Set Up;
- Inventory Control;
- Beverage Management Technology;
- Personnel Procedures.

- Restaurant and Hotel Bars;
- Nightclubs;
- Brewpubs and Microbreweries;
- Sports Bars;
- Coffee Shops;
- Liquor Liability and the Law;
- Current Developments in the Beverage Industry.

M4 - Part 14: Restaurant Operation (1)

- Restaurant Business;
- Classical Cuisine;
- Food Trends and Practices;
- Culinary Practices;
- Developing a Restaurant;
- Operating Philosophy, Mission, Goals, and Objectives;
- Restaurant Market;
- Restaurant Concept;
- Restaurant Location;
- Restaurant Ambiance;
- Sustainable Restaurants.

M4 - Part 15: Restaurant Operation (2)

Menu Planning:

- Needs and Desires of Guests;
- Capabilities of Chefs;
- Equipment Capacity and Layout;
- Consistency and Availability of Menu Ingredients;
- Price and Pricing Strategy;
- Nutritional Value;
- Accuracy in Menu;
- Menu Analysis;
- Menu Engineering;
- Menu Design and Layout.

Classifications of Restaurants:

- Fine Dining;
- Celebrity Restaurants;
- Steak Houses;
- Casual Dining and Dinner House Restaurants;
- Family Restaurants;
- Ethnic Restaurants;
- Theme Restaurants;
- Quick Service/Fast Food.
- Hamburger;
- Pizza;
- Chicken;
- Sandwich Restaurants;
- Bakery Café;
- Current Developments in Restaurant Business.

M4 - Part 16: Restaurant Operations – Front of the House and Back of the House (1)

- Front of the House;
- Restaurant Organizational Chart;
- Restaurant Forecasting;
- Service;
- Types of Restaurant Service;
- Suggestive Selling.

Front of the House Restaurant Systems:

- Kitchen Display Systems;
- Guest Service Solutions.

Back of the House Restaurant Systems:

- Wireless POS System;
- Labor Management;
- Financial Reporting;
- Personal Digital Assistants (PDAs).

M4 - Part 17: Restaurant Operations – Front of the House and Back of the House (2)

- Back of the House:
 - Food Production.
- Kitchen/Food Production;
- Staffing and Scheduling;
- Training and Development;
- Production Procedures;
- Management Involvement and Follow Up;
- Employee Recognition;
- Food Cost Control Process;
- Purchasing;
- Receiving, Storing, Issuing;
- Budgeting;
- Restaurant Accounting.

M4 - Part 18: Restaurant Operations – Front of the House and Back of the House (3)

Balance Sheet:

- Operating or Income Statement;
- Operating Ratios;
- Food Cost Percentage;
- Contribution Margin;

- Labour Cost Percentage;
- Prime Cost;
- Beverage Cost Percentage.
- Lease and Controllable Expenses.

Restaurant Manager Job Analysis:

- Human Resource Management;
- Financial Management;
- Operations Management;
- Recycling.
- Current Developments in Restaurant Operations.

M4 - Part 19: Managed Services

- Overview of Managed Services;
- Airlines and Airports:
 - In-flight Food Service and Airport Food Service.
- Military;
- Elementary and Secondary Schools:
 - Nutrition Education Programs.
- Colleges and Universities:
 - Student's Union.
- Managing Managed Services;
- Sustainable Managed Services;
- Health Care Facilities;
- Business & Industry;
- Managed Service Other Than Food;
- Leisure and Recreation;
- Stadium Points of Service;
- Other Facilities;
- Advantages and Disadvantages;

- Current Developments in Managed Services.

M4 - Part 20: Recreation, Attractions and Clubs (1)

- Recreation, Leisure, and Wellness;
- Government-Sponsored Recreation;
- National Park Service;
- National Park Management;
- Public Recreation and Parks Agencies;
- Commercial Recreation and recreation Management;
- National Park Management;
- Public Recreation and Parks Agencies;
- Theme Parks;
- Size and Scope of the Theme Park Industry;

Case Studies:

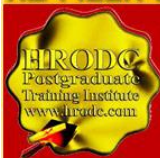
- Walt Disney;
- Magic Kingdom;
- Universal Studios;
- Sea World Parks and Entertainment;
- Hershey's.

M4 - Part 21: Recreation, Attractions and Clubs (2)

- Regional Theme Parks;
- Animal Attractions;
- Historic Places/Sites;
- Museums;
- Performance Arts;
- Destinations;
- Managing Attractions;
- Clubs;

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- Size and Scope of the Club Industry.

Club Management:

- Types of Clubs;
- Club Management Structure;
- Management to Leadership;
- Sustainable Golf Course Management.
- Non-commercial Recreation;
- Current Developments in Recreation and Leisure.

M4 - Part 22: Gaming Entertainment

- Casino Resort;
- What is Gambling?;
- Comps: A Usual Part;
- of an Unusual Business;
- Types of Casino Operations;
- Components of Casino Resorts;
- Evolution of Gambling and Casinos.

- **Working in a Casino Resort:**
- Hotel Operations;
- Food and Beverage Operations.
- The Mirage Effect;
- Sustainability in Gaming Entertainment;
- Career Information;
- Current Developments in the Gaming Entertainment Industry.

Module 5

Managing People and Risk, in Protocol, Travel, Events, Hospitality, and Tourism Management

M5 - Part 1: Salient Team Dynamics Issues

- Groups and Aggregations: Points of Distinction;
- The Type and Permanence of the Leadership of a Team;
- When Does a Situational Leader Emerge?
- How Does the Team Attempts to Replace a Situational Leader, Enhance Stability, Acceptability or Renewed or Clarified Mission or Objectives?
- Why Does a Temporary Team More Problematic to Lead Than a Permanent Team?
- Why Does Team Disbandment Have a Negative Psychological Effect on Members and Leader?;
- An Aggregation - 'Togetherness' or 'Awareness'?
- Aggregation and Interaction;
- Team or Group: A Definition and Distinction;
- Team Dynamics.

M5 - Part 2: Team Typologies and Their Bases, in People Management

- Team Typologies;
- Team Typological Bases;
- Command Team;
- Committees;
- Temporary Committees;
- Standing Committees;
- Task Forces;
- Boards;

- Command Teams and the Organisational Hierarchy;
- Command Teams and the Organisational Functioning.



M5 - Part 3: Team Formation, Stage Significance and Role Implications

- Team Formation;
- Team Formation Stage 1: Forming;
- Team Formation Stage 2: Storming;
- How 'True-To-Life' or Realistic Are the Forming and Norming Stages of Team Development?
- Team Formation Stage 3: Norming;
- Team Formation Stage 4: Performing or Total Integration;
- Team Formation Stage 5: Adjourning or Disbanding;
- Deal with the Psychological Effect of Disbandment.

M5 - Part 4: Team Leadership for Effective People Management (1)

- Dysfunctional Behaviours;
- Addressing Dysfunctional Behaviours;
- Dealing with Aggressiveness;
- Handling Blocking;
- Dealing with Interfering Behaviour;
- Dealing with Intra-Team Competition;
- Addressing Situations Where Team Members Seek Sympathy;
- Dealing with Member Withdrawal;
- Addressing Special Pleading;
- Leader Behaviour in Dealing with Dysfunctional Behaviours;
- Being Tactful in Discouraging Distracting Behaviours;
- Encouraging Desirable Behaviours;
- Using Tangible Rewards;
- Using Intangible Rewards;
- Being Mindful of Team Situation;
- Applying Appropriate Rewards and, or, Punishment;
- Promoting Team Functionality.

M5 - Part 5: Team Leadership for Effective People Management (1)

- Team Building and Maintenance Roles: Improving Team Effectiveness;
- Encouraging Members;
- Harmonising;
- Standard Setting;
- Gatekeeping;
- Determining the Optimum Team Size;
- Providing Team Incentives;
- Encouraging Conflict;
- Averting Groupthink;
- Avoiding the Risky Shift Syndrome;
- Employing Transactional Analysis;
- Employing Effective Diversity Management and Discouraging Resonance;
- Encouraging Members;
- Harmonising Team.

M5 - Part 6: Enhancing Team Performance in The Management of People (1)

- Performance Management;
- Solving Interpersonal Problems among Team Members;
- Helping Team Members to Channel Their Energies into Task Performance
 - Establishing Realistic Goals;
- Developing Effective Communication Strategies;
- Minimising Technical Language;
- Clarifying Roles;
- Standard Setting - Establishing Standards and Evaluating Progress;
- A Determination of the Contribution of Each Team Member to Goal Accomplishment;
- Recognising and Acknowledging Performance Improvement;
- Rewarding Exceptional Performance;

- Establishing Key Competencies.

M5 - Part 7: Enhancing Team Performance in The Management of People (2)

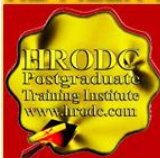
- Establishing Acceptable Performance Levels;
- Noting Performance Indicators;
- Measuring Competence;
- Which Individual Members Can Improve Their Performance – and Subsequently, Their Contribution to the Team as A Whole;
- Harnessing Team Synergy;
- Gatekeeping;
- Making It Possible for Others to Participate;
- Supporting the Weak;
- Ensuring That Introverted Team Members Are Not Intimidated or ‘Crushed’ By the Extroverted;
- Recognising the Ineloquent Team Members Without Relevant Current Information to Perform Evaluative Role.

M5 – Part 8: Addressing Resonance and Issues Associated with Transactional Analysis, in People Management

- Resonance as an Issue in Team Effectiveness;
- Recognising Resonance;
- Taking Steps to Avert or Reduce Resonance;
- ‘Cautioning’ Resonators;
- Determining the Optimum Team Size;
- Numbers That Are Best for the Operational Effectiveness of a Team –
- Team Constitutional Contingent Factors;
- Team Numbers and Member Interaction;
- Team Leader’s Direct Communication with Team Members and the Intervening Factors;

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M. RG. C.

- Team Communication as Interaction;
- Necessity of Communication Reciprocation within Teams;
- Team Transaction;
- Team Transitional Analysis;
- The 'Child' In the Team;
- The 'Adult' In the Team;
- The 'Parent' In the Team;
- The Team Leader as a Transaction Analyst.

M5 - Part 9: Salient Time Management Conceptual Issues

- Time Management Defined;
- Time in an Organisational Wide Context: Acting in Time;
- The Cost of Time;
- Time Management Tools;
- Maximising Personal Effectiveness;
- Busy vs. Productive;
- Time Wasters/Time Robbers/Time Stealers/Time Bandits;
- Managing Time Wasters/Time Robbers/Time Stealers/Time Bandits;
- Combating Procrastination;
- Diffusing the Impact of Others:
- Handling Interruptions Constructively;
- Asserting Yourself Politely and Calmly;
- Conquering Over-commitment (Learn to say, "No").

M5 - Part 10: Contextualising Time Management for Effective People Management

- The Four D's of Time Management:
- Do;
- Delegate:
- Tasks Which Should Be Delegated;

- Effective Delegation Techniques;
- How to Delegate.
- Dump;
- Defer.
- Managing Multiple Task and Deadlines;
- Combating Work Related Stress;
- Balancing Personal and Professional Life;
- Avoiding Time Crunches;
- Handling Unexpected Job Emergencies;
- Human Multitasking;
- Benefits of Effective Time Management;
- Effects of Poor Time Management;
- Time Management Theories:
- Maslow's Hierarchy of Needs;
- The Pickle Jar Theory;
- Pareto Principle or 80/20 Rule;
- Eisenhower Method;
- POSEC Method.

M5 - Part 11: Important Aspects of Meeting Management, for Objective Accomplishment

- Meeting Necessity and Frequency;
- Importance of, and need for, an Agenda;
- Creating an Effective Agenda;
- Steps for Productive and Effective Meeting;
- Meeting Facilitation;
- Participating and Contributing in Meetings;
- Managing 'Resonation';
- Groupthink vs. Teamthink;
- Reducing Time Spent on Meeting.

M5 - Part 12: Salient Communication Issues for Enhanced People Management

- Defining Communication;
- Barriers to Effective Communication;
- Cross Cultural Communication;
- Importance of Cross-Cultural Communication;
- Understanding Culture;
- Characteristics of Culture;
- Kinesics;
- Kinesiology;
- Effective Cross-Cultural Communication;
- How to Avoid Cross Cultural Problems;
- Guidelines for Effective Cross-Cultural Communication;
- Types of Presentation;
- Formats of Presentation;
- Characteristics of an effective Presentation;
- Presentation Skills.

M5 - Part 13: Crucial Issues in Risk Management (1)

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.

M5 - Part 14: Crucial Issues in Risk Management (2)

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.

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 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;
- 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.

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

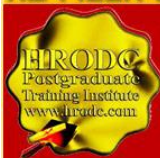
- The tutor meets the group and presents the course, via Video, in a similar way to its classroom-based counterpart;
- All participants are able to see, and interact with, each other, and with the tutor;
- They watch and discuss the various video cases and demonstrations that form an integral part of 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 1st of each month, with the cut-off date being the 20th of each month, for inclusion the following month;
- Its duration is twice as long as its classroom-based counterpart. For example, a 5-day (30 Credit Hours) classroom-based course will last 10 days, in Video-Enhanced Online mode. This calculation is based on 3 hours tuition per day, adhering to the Institute's required 30 Credit-Hours;
- The cost of the Video-Enhanced Online mode is 67% of similar classroom-based courses;
- 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.

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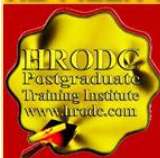
Cumulative Postgraduate Certificate and Postgraduate Diploma Courses

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

Examples of Postgraduate Course Credits: Their Value, Award Prefix & Suffix – Based on 5-Day Multiples		
Credit Value	Credit Hours	Award Title Prefix (& Suffix)
Single-Credit	30-54	Diploma - Postgraduate
Double-Credit	60-84	Diploma – Postgraduate (Double-Credit)
Triple-Credit	90-114	Diploma – Postgraduate (Triple-Credit)
Quad-Credit	120-144	Diploma – Postgraduate (Quad-Credit)
5-Credit	150-174	Diploma – Postgraduate (5-Credit)
6-Credit	180-204	Postgraduate Certificate
7-Credit	210-234	Postgraduate Certificate (+ 1 Credit)



Examples of Postgraduate Course Credits: Their Value, Award Prefix & Suffix – Based on 5-Day Multiples		
Credit Value	Credit Hours	Award Title Prefix (& Suffix)
8-Credit	240-264	Postgraduate Certificate (+2 Credits)
9-Credit	270-294	Postgraduate Certificate (+3 Credits)
10-Credit	300-324	Postgraduate Certificate (+ 4 Credits)
11-Credit	330-354	Postgraduate Certificate (+5 Credits)
12-Credit	360	Postgraduate Diploma
360 Credit-Hours = Postgraduate Diploma		
12 X 5-Day Courses = 360 Credit-Hours = Postgraduate Diploma		
10 X 6-Day Courses = 360 Credit-Hours = Postgraduate Diploma		

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 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;**

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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;**
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;**
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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Director
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