

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#184

Advanced Engineering Management

Postgraduate Short Course

Leading To:

DIPLOMA - POSTGRADUATE IN

**Advanced Engineering Management
Quad Credit, 120 Credit-Hours**

Accumulating to A

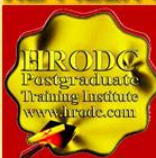
**Postgraduate Certificate,
With 60 Additional Credit-Hours, or a**

POSTGRADUATE DIPLOMA

With 240 Additional Credit-Hours

- Page 1 of 35

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

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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);
- 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 Course is Designed For:

- Process Engineers
- Industrial Engineers
- Manufacturing Engineers
- Production Engineers
- System Engineers
- Technologist
- Scientists
- Other Engineers who is interested in gaining knowledge about Engineering Management

Classroom-Based Duration and Cost:	
Classroom-Based Duration:	20 Days
Classroom-Based Cost:	£20,000.00 Per Delegate
Group Cost:	Varies With Group Size
Group Residential Cost:	Up To 86% Discount, Based on Numbers.
Online (Video-Enhanced) Duration and Cost	
Online Duration:	40 Days @ 3 Hours Per Day
Online Cost:	£13,400.00 Per Delegate

Classroom-Based Course and Programme Cost includes:

- Free Continuous snacks throughout the Event Days;
- Free Hot Lunch on Event Days;
- Free City Tour;
- Free Stationery;
- Free On-site Internet Access;
- Postgraduate Diploma/ Diploma – Postgraduate –or
- Certificate of Attendance and Participation – if unsuccessful on resit.

Students and Delegates will be given a **Selection** of our Complimentary Products, which include:

- 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.

Scheduled Delivery Locations:


- Central London, UK;
- Dubai, UAE;
- Kuala Lumpur, Malaysia;
- Amsterdam, The Netherlands;
- Brussels, Belgium;
- Paris, France; and
- Durban, South Africa;

Delivery in other International Locations, on request.

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Course Programme for Advanced Engineering Management

Leading to Diploma – Postgraduate – in Advanced Engineering Management, Quad-Credit, and 120 Credit-Hours, Accumulating to a Postgraduate Certificate, with 60 Additional Credit-Hours, or a Postgraduate Diploma, with 240 Additional Credit-Hours

Course Contents, Concepts, and Issues

Management Challenges for Engineers

- Skills for Managers/Leaders
- Value Addition
- Value Mantra
- Value to Stakeholders
- Efficiency vs. Effectiveness
- Strategic Decisions
- Operational (Tactical) Decisions
- Four Dimensional Works
 - ✓ Work with Boss
 - ✓ Work with Peers
 - ✓ Work with Own Self
 - ✓ Work with Subordinates
- Work of an Engineer as a Technical Contributor
- Tips for Engineers
- Typical Engineering Activities
- Skills of Engineering Managers
 - ✓ Time Management and Work Habits
 - ✓ Interpersonal Skills to Get Along with People
 - ✓ Team Building, Communications and Motivation Skills
 - ✓ Decision Support Tools
 - What-If Analysis,
 - Risk Analysis,
 - Kepner-Tregoe Decision Tool,

- Problem Solving,
 - Root Cause Analysis,
 - Decision Tree,
 - Optimization
 - Talents to Be Nurtured Over Time
-
- Vision
 - Net-Working
 - Drive to Excel
 - Interactions between Groups
 - Challenges for Engineering Managers
 - ✓ Inside
 - ✓ Outside
 - ✓ Present
 - ✓ Future
 - ✓ Local
 - ✓ Global

The Engineering Management Functions

- Planning
- Organising
- Leading
- Controlling

Planning

- Planning Defined
- Strategic Planning
 - ✓ Product Life Cycle
 - ✓ Developing Mission and Vision
 - ✓ Corporate Values
 - ✓ Strategic Planning Tools
 - Market Research
 - SWOT Analysis

- Sensitivity Analysis
- External Benchmarking
- Technology Forecasting
- Product Life Cycle Analysis
- Operational Planning
 - ✓ Tools for Operational Planning
 - ✓ Performance Matrix
- Activities Related to Planning
 1. Forecasting
 - Purposes of Forecasting
 - Steps to Forecast
 - Important Forecasting Issues
 - Criteria for Future – Oriented Ideas
 - Technology Forecast
 - Technology Forecasting – Guidelines for Engineers
 2. Action Planning
 - Critical Needs Analysis
 - Objectives Setting
 - Defining Metrics
 - Specifying Action Steps
 - Determining Schedule
 - Developing Budget
 - Remarks on Action Planning
 3. Issuing Policies
 - Purposes of Policies
 - Characteristics of Policies
 4. Establishing Procedures
 - Importance of Procedures
 - Developing Procedures
- Components of Good Planning

Organising

- Organising Defined
- Organisation Type
- Authority
- Responsibility
- Accountability
- Span of Control
- Co-ordination
- Specialisation
- The Function of Organising
 1. Organising Own Workplace
 2. Developing Organisational Structure
 - Functional Organisation
 - Discipline-Based Organisation
 - Product/Regional Organisation
 - Matrix Organisation
 - Team Organisation
 - Network Organisation
- Performance by Organising
 - ✓ High Performance Enhanced by Flexible Structure
 - ✓ Organising for Innovation
 - ✓ Design Manufacturing Interface
 - ✓ Heightened Employee Motivation
 - ✓ High Technical Marketing Interface
- Cross-Functional Team
- Traditional Product Development Sequence
- Cross-Functional Product Development Team
- Cross Functional Team Benefits
 - ✓ Team Discipline
 - ✓ Team Learning
 - ✓ Team Effectiveness

- Role of Team Members
- Team Mentality
- Team Stages
 - ✓ Formation Stage
 - ✓ Gelling Stage
 - ✓ Unison Stage
- 3. Delegating
 - Reasons for Delegating
 - Delegation Matrix
 - What Should Be Delegated?
 - What Should Not Be Delegated?
 - Process of Delegating
 - Barriers to Effective Delegation
- 4. Establishing Working Relationships
 - Types of Roles
 - Types of Conflicts
 - Resolving Conflicts
- Informal Organisations

Leading

- Leadership Style
- Adopting the Best Leadership Style
- Leading
- The Functions of Leading
 - 1. Deciding
 - Types of Decision
 - Difficulty of Decision Making
 - Characteristics of Good Decisions
 - Decision Making Guidelines
 - Decision by Staffs
 - Decisions by Manager and Staff
 - Decision by Manager

- Rational Decision-Making Process
- Kepnor-Tregoes Decision Analysis Tool
- Decisions Not to Make
- Other Decision Support Tools
 - Forecasting
 - Regression Analysis
 - Risk Analysis (Monte Carlo)
 - What If Solver
 - Simulation Modelling
 - Decision Tree
 - Optimisation
- Decision Making by Gut Instinct
- Decision Making in Teams

2. Communicating

- Communication Guidelines
- Process of Communicating
 - Asking
 - Telling
 - Listening
 - Understanding
- Barriers to Effective Communications
- Techniques of Communicating

3. Motivating

- How to Motivate
- Motivation Enhancement
- Successful Motivation
- Maslow's Hierarchy of Needs
- Motivating Factors for Professionals

4. Selecting

- Standard Procedure of Employee Selection Process
- Skills Assessment
- Challenges of Selecting

- Best Practice in Selecting
- 5. Developing
 - How to Develop People
 - Employee Development Guidelines
- Issues on Leading
 - ✓ Leading Changes
 - ✓ Advice for New Leaders
 - ✓ Superior Leadership

Controlling

- Controlling Defined
- Nature of Controlling Function
- Features of Good Control
- Pareto Principle or the 80/20 Rule
- Controlling Function
 - 1. Setting Standards
 - Grades of Performance
 - Value of Setting Standards
 - Types of Standards
 - Characteristics of Good Standards
 - Barriers to Setting Good Standards
 - Internal Benchmarking
 - External Benchmarking
 - Benchmarking Metrics
 - Benchmarking Metrics, Examples
 - Limitation of Benchmarking
 - 2. Measuring Performance
 - 3. Evaluating Performance
 - Correcting Performance
 - Reasons for Performance Deficiencies
 - Constructive Criticisms
 - Some Rules about Mistakes and Failures

4. Controlling Performance

- Means of Performance Control
- Guidelines for Effective Control
- Specific Controlling Targets
- Management Time Control
- Time Wasters
- Tips in Managing Time
- Time Saving Tips for Engineering Managers
- Personnel Control
- Four Levers of Control
 - ✓ Diagnostic System
 - ✓ Belief System
 - ✓ Boundary System
 - ✓ Interactive Control System
- Effective Control System
- Business Relationship Control
- Projects Control
- Issues in Project Control
- Skills for Project Management
- Control of Knowledge
- Specific Techniques for Knowledge Management

Cost Accounting for Engineering Managers

- Introduction
- Basic Terms in Cost Accounting
 - ✓ Gross Margin
 - ✓ Budget
 - ✓ Variance
 - ✓ Fixed Costs
 - ✓ Variable Costs
 - ✓ Direct/Indirect Costs

- Cost Analysis
- Time Value of Money
 - ✓ Primary Reasons Why Money of the Same Dollar Amount in Different Time Periods Have Different Values (Purchasing Power)
 - ✓ Basic Formulas and Equations
 - ✓ Compound Interest Formulas
 - ✓ Guidelines for Applying Formulas
 - ✓ Depreciation Accounting
 - ✓ Depreciation – Notations
 - ✓ Depreciation Methods
- Product/Service Costing
 - ✓ Cost of Goods Sold
 - ✓ T-Accounts
 - ✓ Method of Allocating Overhead Charges
 - ✓ Overhead Charges
- Activity Base Costing (ABC)
 - ✓ Key Terms Used for ABC
 - Cost Objects
 - Activity
 - Cost Driver
 - Cost Pool
 - ✓ ABC Rationale
 - ✓ Value Added By ABC
 - ✓ ABC Application
 - ✓ ABC Implementation
 - ✓ Results of ABC Implementation
 - ✓ Demonstration of Spreadsheet Program of ABC Model
- Inventory Accounting
 - ✓ FIFO (First in and First Out)
 - ✓ LIFO (Last in and First Out)
 - ✓ Weighted Average
 - ✓ Impact of Inventory Accounting On CGS
 - ✓ Impact on Net Income

- ✓ Discussion on Inventory Accounting
- ✓ Inventory Problem
- ✓ Risk Analysis and Cost Estimation under Uncertainty
- Techniques to Account for Risks
 - ✓ Contingency Factor
 - ✓ Risk Analysis by Simulations
 - Mathematical Illustration of Risks
 - Simulation of Risky Data
 - Gaussian (Normal) Distribution
 - Characteristics of Risk Simulation Results
 - Function of One Input Variable
 - Sampling Process
 - Function of the Output Variable
 - Value Added by Risk Simulation
 - ✓ Sensitivity Analysis
 - ✓ Decision Trees
 - ✓ Diversification
 - ✓ Fuzzy Logic Systems
- Value Added by Risk Simulation
 - ✓ Breakeven Analysis
- Miscellaneous Topics
 - ✓ Economic Quality of Ordering
 - ✓ Simple Cost-Based Decision Models
- Comparison of Alternatives
- Replacement Evaluation
- Project Evaluation Criteria
 - ✓ Net Present Value
 - ✓ Internal Rate of Return (IRR)
 - ✓ Payback
 - ✓ Profitability Index

Financial Accounting and Analysis for Engineering Managers

- Basic Accounting Equation
- Accounting Principles
- T- Accounts
 - ✓ Use of T-Accounts
- Key Financial Statements
 - ✓ Income Statement
 - Accounting Terms in Income Statement
 - Sales Revenue
 - Cost of Goods Sold (CGS)
 - Net Income
 - EBIT
 - Earnings Per Share
 - Dividend
 - ✓ Balance Sheet
 - Accounting Terms in Balance Sheet
 - Assets
 - Liabilities
 - Owner's Equity
 - Current Assets
 - Fixed Assets
 - Other Assets
 - Current Liability
 - Long-Term Liabilities
 - Deferred Income Tax
 - Prepaid Income
 - Prepaid Expense
 - Retained Earnings
 - Capital Surplus
- Miscellaneous

- Funds Flow Statement
- Funds Flow Analysis Principles
- Value-Addition Opportunities for Engineers
- Options to Reduce CGS and Inventory
- Experience Curve
- Fundamentals of Financial Analysis
 - ✓ Liquidity
 - ✓ Activity
 - ✓ Profitability
- Use of Performance Ratios
 - ✓ Example
- Balanced Scorecard
 - ✓ Balanced Scorecard – Example
 - ✓ Balanced Scorecard Results
 - ✓ Balanced Scorecard Implementation
 - ✓ Externally Imposed Balanced Scorecard

Managerial Finance for Engineering Managers

- Introduction
- Elements of Market Economy
- Roles of Firms
- Orientation of Investment Strategy
- Investors
- Risks
- Risky Investment
- Capital Formation
- Capital Structure
- Equity Financing
- Capital Asset Pricing Model (CAPM)
- Cost of Equity Capital
- Market-Derived Capital Pricing Model (MCPM)
- Call Option

- Put Option
- Put Option and Equity Risk Return
- MCPM Based on Put Option
- Market-Derived Capital Pricing Model (MCPM)
- Debt Financing
- Weighted Average Cost of Capital (WACC)
- Impact of Financial Leverage
- Optimum Leverage
- Capital Asset Valuation
- Assets in Place (Operations)
- Discount Cash Flow (DCF)
- Cash Flow
- IRR
- Adjusted Present Value (APV)
- Advantages of APV
- Multipliers
- Monte Carlo Simulations
- Opportunities – Real Option
- European Simple Call Option
- Example of Simple Option
- The Black-Scholes Option Pricing Model
- Example of Simple Option
- Equity Cash Flow (M&A)
- Recommended Valuation Methods

Marketing Management for Engineering Managers

- Introduction
- Importance of marketing
- Selling vs. marketing
- Marketing Function

- Selling vs. Marketing
- Marketing Orientation
- Marketing Process
- Levels of Marketing Strategy
- Marketing Effectiveness Diagram
- Marketing Effectiveness
- Key Elements in Marketing
- Market Forecast -- Four-step Process
- Environment
- Customer Orientation
- Customers
- Who Makes What Decisions for Whom?
- Market Segmentation
 - ✓ Purpose
 - ✓ Segmentation Benefits to Company
 - ✓ Segmentation Steps
 - ✓ Criteria for Creating an Effective Segmentation Strategy
 - ✓ Prerequisites for Implementing Segmentation Strategy
 - ✓ Pitfalls of Market Segmentation
- Marketing Mix
- Product Strategy
 - ✓ Industrial vs. Consumer Products
 - ✓ Nature of Products
 - ✓ Product Perception
 - ✓ Product Strategy Options
 - ✓ Product Positioning
 - ✓ Product Life Cycle
 - ✓ Product Supply Curve
 - ✓ Impact of Product Innovation
 - ✓ Product Portfolio
 - ✓ Products/Brands
 - ✓ Promise of Value - Brand Examples
 - ✓ Brand Pyramid

- ✓ Brand Classes
- ✓ Strategic Options for Brands
- ✓ Product Strategy - Engineering Contributions
- Pricing Strategy
 - ✓ Pricing Options
 - ✓ Factors Affecting Price
 - ✓ Price Quality Association
 - ✓ Pricing Methods vs. Relative Position Power
 - ✓ Pricing Methods
 - ✓ Target Pricing
 - ✓ Features of Target Pricing
 - ✓ Pricing and Psychology of Consumption
 - ✓ Methods of Pricing
- Marketing Communications
 - ✓ Promotional Effect
 - ✓ Promotion Strategy
 - ✓ Push vs. Pull Strategy
 - ✓ Promotion of Products
 - ✓ Internet-Enabled Communications Options
 - ✓ Contextual Marketing
- Distribution Strategy
 - ✓ Distribution Channels
 - ✓ Functions of Distribution Channels
 - ✓ Types of Distribution
 - ✓ Organisational Structures
 - ✓ Impact of E-Commerce on Distribution
- Other Factors Affecting Marketing Success
 - ✓ Alliances and partnerships
 - ✓ Customer Interactions and Loyalty
 - ✓ Organisational effectiveness

Engineer as Managers or Leaders

- Differences in Work Done by Engineers and Managers
- Career Paths of a Typical Engineer
 - ✓ Executives
 - ✓ Mid-Level Positions
 - ✓ Technical Contributor
- Factors Affecting the Promotion of Engineers to Managers
- Managerial Competency
- Leaders and Managers
- Leadership Talents
- Example Leadership Profile
- Top Executive Profile
- Characteristics of Successful Leaders
- Emotional Intelligence
- Contributions Expected of Engineering Managers/Leaders
- Failure Factors for Engineering Managers
- Most Common Reasons for Career Failures for Engineers
 - ✓ Poor Interpersonal Skills
 - ✓ Wrong Fit
 - ✓ Not Able to Take Risks
 - ✓ Bad Luck
 - ✓ Self-Destructive Behaviour
 - ✓ Lack of Focus
 - ✓ Workplace Biases
- Success Factors

What Can Engineering Managers Do Best?

Web-enabled Engineering and Management Enablers

- Introduction
- Web-based Enterprise Management Enablers

- Enterprise Resource Planning and Application Integration
- Customer Relationship Management (CRM)
- Dimension of CRM
- Web-based CRM Examples
- CRM Example
- Data Mining
- Enterprise Integration and Resources Planning
- Enterprise Integration and Resource Planning
- Procurement Enablers
- Enterprise Integration and Resource Planning
- Enterprise Resources Planning Tools
- Supply Chain Management
- Web-Based Engineering Enablers
 - ✓ Web-based Product Design/ Development
 - ✓ Web-based Project Management
 - ✓ Web-based Plant Operations
 - ✓ Web-based Engineering Innovations
 - ✓ Web-based Maintenance
- E-transformation
 - ✓ Benefits
 - ✓ Strategies
 - ✓ Value
 - ✓ Value Addition
 - ✓ Best Practices
 - ✓ Critical Success Factors
 - ✓ Example
- Potential Contributions by Engineering Managers

Human Resource Management for Engineering Manager

- Recruitment and Selection
- Conducting Job Analysis
- Designing Job Description

- Designing Personnel Specification
- Short Listing Candidates
- Interview
- Selection
- The Value of Staff Induction
- Induction Programme
- Training and Development
- Exit Interview
- Steps in HR Planning Process
- Considering organisation objectives and strategies
- Assessment of external environment
- Preparation of in-house skills and competency inventory
- HR Forecasting – Need Assessment
- HR Forecasting – Estimation of Availability
- Developing HR plans and programmes
- Barriers to Human Resource Planning
- The Management Succession Chart

Project Management

- Defining a Project
- Benefits of Project Management
- What Project Managements Helps You to Achieve
- Factors Determining Project Success
- Project Constraints
 - ✓ Scope
 - ✓ Quality
 - ✓ Cost
 - ✓ Schedule/time
- Project Management Cost Estimation Tools
- Project Cycle Management
- Development of a Project Cycle
 - ✓ Initiation Phase

- ✓ Planning Phase
- ✓ Execution Phase
- ✓ Closure Phase
- The Management of Change
- The Systems Approach to Project Management
- The Requirements for a Successful Project Management
- Critical Incident Analysis
- The Value Chain
- Developing a CATWOE Focus of Project Management
- The Import>Conversion>Export Process
- Why do Project Fails?

Quality Management for Engineering Managers

- Inspection and test
 - ✓ Quality Control
 - ✓ Quality Assurance
 - ✓ Total Quality Management
- Quality Assurance and ISO 9000
 - ✓ What is a Standard?
 - ✓ ISO 9000
 - ✓ ISO 9001
 - ✓ The Requirements for ISO 9001 Operational Activities
 - ✓ The Requirements for ISO 9001 for Quality System Activities
 - ✓ Certification
- Total Quality Management (TQM)
 - ✓ The Main Elements of TQM
 - ✓ Benchmarking
 - ✓ TQM – An Illustrative Case Study
- Quality Management Tools and Techniques
 - ✓ Quality Circles
 - ✓ Data Gathering and Analysis

- ✓ Statistical process Control
- Factors Influencing the Use of Quality Management
- Quality Costs
 - ✓ Prevention, Appraisal and Failure (PAF) Model
 - ✓ Process Cost Model

Engineering Management Today

- Emerging Future Trends
- Customer Focus
- Enterprise Resource Integration
- Supply Strategy
- Knowledge Management
- Organisational Changes
- Population Diversity
- Migration of White Collar Jobs to Other Countries
- Globalisation
- Knowledge Economy Companies
- Functional Integration of Knowledge Economy Companies
- Contrasting Views
- Modern Companies
- Characteristics of Modern Companies
- Value Chains
- Organisational Design of a Progressive Enterprise
- Best Practices of Knowledge Economy Companies
- Strategies to Make Companies Great in New Century
- Management of Business Networks
- Transition to Knowledge Economy
- Personal Strategies for the Future
- The Compounding of Knowledge
- Challenges in the New Millennium
- Value Addition Model
- Leadership Pyramid
- Six-Dimensional Management Challenges for Engineers

Regulation For Postgraduate Diploma, Postgraduate Certificate, and Postgraduate Short Courses

Diploma – Postgraduate – Short Courses; Postgraduate Certificate and Postgraduate Diploma Programmes


Postgraduate Short Courses are of a minimum of five days' Classroom-Based (10 days' Video-Enhanced Online) but less than 6 weeks' Classroom-Based (less than 10 weeks' Video-Enhanced Online) 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 or accumulating to Awards bearing their title prefixes. While we, refer to our short studies, detailed above, as 'Courses', those with duration of 6 weeks or 12 weeks In-Classroom (10- and 20-weeks' Video-Enhanced Online) are labelled 'Programmes'. Nevertheless, we conform to popular usage, by often referring to all study durations as 'Courses'. A mark of distinction, though, is that participants in a short course are referred to as 'Delegates', as opposed to the ascription 'Students', which is confined to those studying a Postgraduate Programme.

In line with the above notion, a Postgraduate Certificate might be earned through a 6 weeks' Intensive Classroom-Based Study, or 10 weeks' Video-Enhanced, or Face-To-Face, Online Delivery. Similarly, a Postgraduate Diploma might be studied for 12 weeks In-classroom or 20 weeks Video-Enhanced Face-To-Face. They might also be taken through a blend of both modes, providing that a minimum of 6 and 12 Credits and 180 or 360 Credit-Hours, respectively, are earned. You might Pick and Mix Courses, to create your preferred blend of Disciplines, or follow a predesigned Specialist route. They might accumulate from our Postgraduate Short Courses, or through continuous study. These Specialisms are exemplified by the following excerpts from the document 'Postgraduate Certificate and Postgraduate Diploma Awards'.

Postgraduate Diploma and Postgraduate Certificate Specialist Award Titles	
Programme #	Award Title (Click to Download Desired Brochure)
010	Postgraduate Diploma in Human Resource Management.
010.1	Postgraduate Certificate in Human Resource Management.
014	Postgraduate Diploma in Automotive Electrical, Electronic and Mechanical Diagnostic, Maintenance and Repair
017	Postgraduate Diploma in Real Estate Management, Incorporating Property Law.
017.1	Postgraduate Certificate in Real Estate Management, Incorporating Property Law.
020	Postgraduate Diploma in Accounting and Finance.
020.1	Postgraduate Certificate in Accounting and Finance.
028	Postgraduate Certificate in Industrial Health and Safety Management, Incorporating Oil and Gas Safety.
032	Postgraduate Diploma in Executive Management
032.1	Postgraduate Certificate in Executive Management
043	Postgraduate Diploma in Communication and Information Management.
043.1	Postgraduate Certificate in Communication and Information Management.
044	Postgraduate Diploma in Women in Management.

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Postgraduate Diploma and Postgraduate Certificate Specialist Award Titles	
Programme #	Award Title (Click to Download Desired Brochure)
044.1	Postgraduate Certificate in Women in Management.
061	Postgraduate Certificate in Financial Accounting and Management Accounting.
070	Postgraduate Diploma in Human Resource Training and Development Management
070.1	Postgraduate Certificate in Human Resource Training and Development Management.
079	Postgraduate Diploma in Managing National and International Economic Competition.
085	Postgraduate Diploma in Corporate Governance and Strategic Management.
085.1	Postgraduate Certificate in Corporate Governance and Strategic Management.
086	Postgraduate Diploma in Business Administration
86.1	Postgraduate Certificate in Business Administration.
097	Postgraduate Diploma in Telecommunication Systems
097.1	Postgraduate Certificate in Telecommunication Systems
115	Postgraduate Diploma in Cost Accounting, Budgeting, Profitability Analysis, Strategy and Balanced Scorecard.

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Postgraduate Diploma and Postgraduate Certificate Specialist Award Titles

Programme #	Award Title (Click to Download Desired Brochure)
115.1	Postgraduate Certificate in Cost Accounting, Budgeting, Profitability Analysis.

Understanding Our Postgraduate Credit System

Credit-Hours and Credit-Values, in Diploma – Postgraduate - Award

Credit-Hours are the actual amount of time that a lecturer or tutor spends with his or her students or delegates, in both Classroom-based and Video-Enhanced Deliveries. Each Five-Day Classroom-Based, or a Ten-Day Video-Enhanced (3 hours per day) Course consists of 30 Credit-Hours, while a 6-Day Classroom-based (12day Video-Enhanced) course amounts to 36 Credit-Hours. Because Credit-Values are calculated in multiples of 30 Credit-Hours, 60-89 Credit-Hours have a Double-Credit (2 Credit) value, while 90 Credit-Hours earn a Triple-Credit (3 Credits).

A delegate who successfully completes a Postgraduate Short Course of 30 or more Credit-Hours, but which is less than 180 Credit-Hours (Postgraduate Certificate), is awarded a Diploma – Postgraduate. This Award is assigned Credit-Values and Credit-Hours, as are exemplified by the following:

1. Diploma – Postgraduate – in Organisational Change Management, 30 Credit-Hours;
2. Diploma - Postgraduate - in Trainer Training: Training for Trainers, Double-Credit, 60 Credit-Hours:
3. Conveyancing and Property Valuation: Property Law, Double-Credit, 72 Credit-Hours:

4. Diploma – Postgraduate – in University and Higher Education Administration, Triple-Credit, 90 Credit-Hours;
5. Diploma – Postgraduate – in Tourism and International Relations, Quad-Credit, 120 Credit-Hours.

As in the first example, above, where the Credit-Value is not noted in an Award, it must be assumed that it is a Single-Credit Value.

Postgraduate Diploma Award

A Postgraduate Diploma Award is achieved with a minimum of 360 Credit-Hours, through continuous study, or an accumulation of Credit-Hours.

Postgraduate Certificate Award

A Postgraduate Certificate might be gained with a minimum of 180 Credit-Hours, through continuous study or Credit-Hours' accumulation.

Cumulative Postgraduate Certificate, and Postgraduate Diploma Awards

All Postgraduate Short Courses accumulate to a Postgraduate Certificate and a Postgraduate Diploma, on a 'Pic and Mix' or Specialist basis. This means that we maintain academic records for each delegate, indicating the courses studied, with their Credit-Value and Credit-Hours, as are indicated above, '**Credit-Hours and Credit-Values, in Diploma – Postgraduate – Award**'. The Credit-Hours are aggregated to accumulate to at least 180 and 360 Credit-Hours, for a Postgraduate Certificate and a Postgraduate Diploma, respectively. Each Short Course Award (below a Postgraduate Certificate) indicates both its Credit-Value and Credit-Hours, excepting for Single-Credit.

Accumulated Postgraduate Certificate, and Postgraduate Diploma Awards

All Specialist Postgraduate Certificate and Postgraduate Diploma Programmes have predetermined Award Titles. Delegates who do not follow a specialism, for accumulation to a Postgraduate Certificate and Postgraduate Diploma, receive a Generalist, rather than a Specialist, Award. However, a Specialist Award is given to delegates who studied at least seventy percent (70%) of their courses in a specialist grouping, as are exemplified above, under the heading '**Postgraduate Diploma and Postgraduate Certificate Specialist Award Titles**'.

Assessment Requirement For Postgraduate Diploma; Postgraduate Certificate; and Diploma - Postgraduate

Because of the intensive nature of our Courses and Programmes, for In-Classroom, and Video-Enhanced Online modes, assessment will take place during or at the end of the '**active teaching period**', adopting differing formats. These structures include, but are not limited to:

- In-Class Tests;
- Text-Case Analyses;
- Video-Case Analyses;
- 'Out-of-Class' Assignments;
- Individual Presentations;
- Group Presentations; and
- End of Course Examinations.

Based on these assessments, successful candidates will receive either a:

- Diploma – Postgraduate - Award;
- Postgraduate Certificate Award; or
- Postgraduate Diploma Award.

For all the above Awards, a minimum of 70% overall pass is expected. 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.

Application Process For Postgraduate Diploma; Postgraduate Certificate; and Diploma – Postgraduate - Short Courses

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 appropriate section;
- A copy of Issue and Photo (bio data) page/s of the applicant's current valid passport or copy of 'Photo-embedded' National Identity Card;
- Copies of credentials stated in the Application Form.

Admission and Enrolment Procedure

- On receipt of all the above documents, they will be forwarded to our 'Admissions Committee', which 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 Invoices;
- Upon receipt of an applicant's payment, we will send him or her an Official Payment Receipt, and Admission Letter, bearing a copy of the Passport-Type in the respective Application Form.

- Those intending to study in a foreign country, and require a Visa, will be sent the necessary **Immigration Documentation**, to support their application;
- **Joining Instruction** will be sent to Students and Delegates, on time to prepare for their enrolment. The incorporated information include:
 - Venue Name, Location, with specific address;
 - Details of Airport Transfer, where appropriate;
 - Start date and time;
 - Registration details;
 - Daily Schedule;
 - Local Transportation Details;
 - Residential Accommodation Details;
 - Leisure and Shopping Facilities, in the area;
 - General Security Information; among others.

Our Video-Enhanced (Face-To-Face) 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 lecturer, ask, and address questions; sitting examinations, in his or her presence. 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 **12-year period**, towards a Postgraduate Certificate or Postgraduate Diploma.

Key Features of Our Online Study: Video-Enhanced Online

- The tutor meets the group and presents the course, via Video, in a similar way to its classroom-based counterpart;

- All participants can 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 the duration of 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 programmes**

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.

Service Contract, Incorporating Our Terms and Conditions

[Click, or copy and paste the URL, below, into your Web Browser, to view our Service Contract, incorporating Terms and Conditions.](https://www.hrodc.com/Service_Contract_Terms_and_Conditions_Service_Details_Delivery_Point_Period_Cancellations_Extinuating_Circumstances_Payment_Protocol_Location.htm)

https://www.hrodc.com/Service_Contract_Terms_and_Conditions_Service_Details_Delivery_Point_Period_Cancellations_Extinuating_Circumstances_Payment_Protocol_Location.htm

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

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