HRODC Postgraduate Training Institute

A Postgraduate-Only Institution

#032.B10

Managing Internal and External Cultural Diversity

Postgraduate Short Course

Leading To:

DIPLOMA - POSTGRADUATE IN

Manging Internal and External Cultural Diversity and Executive Management - Block 10, 30 Credit-Hours

Accumulating to A

Postgraduate Certificate, With 150 Additional Credit-Hours, or A

Postgraduate Diploma, With 330 Additional Credit-Hours

HRODC Postgraduate Training Institute
HQ : 122A Bhylls Lane, Castlecroft, Wolverhampton, West Midlands WV3 8DZ, UK
Prof. Dr. Ronald B. Crawford - Director
PhD (Uni London); M. Ed. M (Bristol); PGCIS (UWL); Adv. Dip. Sc. Ed (Bristol); Dip. Doc. Res. (Uni Wlv); F.I.M.S.; HR. S. (I.M.S.); Exec. M. AOM; M. AAM; M.I.S.G.S.; M.S.C.O.S.; M. RG. C.

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;
- 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;

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- Personal Tutor

For Whom This Course is Designed

This Course is Designed For:

- Corporate Managers;
- Executive Managers;
- Senior Managers;
- Middle Managers;
- Junior Managers;
- Human Resource Managers;
- Board of Directors;
- Entrepreneurs;
- Supervisors;
- Organisational Development Practitioners;
- Management Graduates;
- Management Lecturers;
- Individuals with a genuine interest in Issues associated with Organisational Management.

Classroom-Based Duration and Cost:	
Classroom-Based Duration:	5 Days
Classroom-Based Cost:	£5,000.00 Per Delegate
Online (Video-Enhanced) Duration and Cost	
Online Duration:	10 Days – 3 Hours Per Day
Online Cost:	£3,350.00 Per Delegate

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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.

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;**

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8. **Other International Locations, on request.**

Managing Internal and External Cultural Diversity Course

Leading to Diploma – Postgraduate – in Managing Internal and External Cultural Diversity, and Executive Management Block 10 and 30 Credit-Hours, Accumulating to a Postgraduate Certificate, with 150 Additional Credit-Hours, or a Postgraduate Diploma, with 330 Additional Credit-Hours

Course Objectives

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

- Develop a working definition of communication;
- Determine the important role that an initiator plays in contributing to an effective communication process;
- Determine when communication attempt has been successful;
- Determine the factors that contribute to successful communication;
- Make a definite judgement as to when it is appropriate to release particular types of information;
- Suggest the communication media that is appropriate in varying scenario;
- Demonstrate their understanding of the importance of non-verbal communication;
- Provide an appropriate distinction between kinesics and kinesiology;
- Exhibit an understanding of the application of kinesics and kinesiology in organisational communication;
- Determine the processes for which communication in which communication is crucial in organisations;
- Determine the aspects of organisational operation to which enhanced communication can make a vital contribution;
- Demonstrate their willingness to appraise the value of centralise communication vs. decentralised communication;

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- Demonstrate their understanding of the extent to which communication can be used as a control mechanism;
- Suggest at least three barriers to communication and how they might be averted or addressed;
- Distinguish between the four types of organisational culture developed in the session;
- Link organisational cultural type with particular organisational structure;
- Match organisational culture with preferred communication pattern and type;
- Determine the effect of particular organisation culture on communication effectiveness;
- Determine the cultural the cultural factors that impair the process of communication;
- Suggest the role that emotions play in communication enhancement or impairment;
- Demonstrate an understanding of the importance of emotional labour in averting communication problems;
- Exhibit a high level of competence in managing multiculturalism in their organisation through communication enhancement;
- Use communication to demonstrate the value of gender differences in teams, departments and the organisation as a whole;
- Use kinesics and kinesiology to better understand the emotions of people in organisations;
- Distinguish between equal opportunities and diversity management;
- Demonstrate their awareness of the bases for racial, ethnic and gender discrimination, focusing on the social identity perspective;
- Determine the organisational benefits of organisational diversity, on the bases of cost, resource acquisition, marketing, and creativity & system flexibility;
- Demonstrate a heightened understanding of the vital diversity factoids, useful to their organisation's effective operation;
- Design a system by which organisational diversity will be managed;
- Devise a managed approach to organisational culture;
- Devise a strategy for the creation of a bias-free human resource management;
- Devise ways to encourage a 'gender friendly' work environment - manifest in a bias-free career & promotion system and reduction in work-family conflict;
- Demonstrate their understanding of 'sentience' as a basis for discrimination;

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- Devise a system by which gender, racial and ethnic heterogeneity are promoted;
- Recognise resonation, taking the necessary steps to avert or prevent its reoccurrence;
- Demonstrate their ability to manage complaints and disciplinary systems in such a way that all opportunities for discrimination are removed;
- Demonstrate their ability to apply their knowledge of organisational diversity to reducing the likelihood of 'sentience';
- Apply their understanding of organisational diversity to promote a desirable level of cohesiveness, reducing the likelihood of 'groupthink';
- Demonstrate competence in 'diversity counselling';
- Demonstrate expertise in 'relationship management';
- Exhibit the ability to detect tendencies towards 'sentience' as a direct result of diversity;
- Demonstrate the ability to effectively manage in situations where sentience exists, progressing towards its elimination;
- Demonstrate their ability to formulate, implement and monitor an effective diversity policy; and
- Demonstrate exceptional leadership in the management of a diverse workforce.

Course Contents, Concepts and Issues

B10 - Part 1: Communication in Organisation (1)

- Communication: A Definition;
- When Is Communication Effective?
- The Role of the Communication Initiator;
- Modes of Transmission of Communication;
- Timing of Communication;
- Non Verbal Communication;
- Intentional and Unintentional Communication;
- Kinesics as Communication;

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- Kinesiology as Communication.

B10 - Part 2: Communication in Organisation (2)

- The Countervailing Effects of Kinesics and Kinesiology;
- Improving Organisational Communication through an Enhanced Understanding of Kinesics and Kinesiology;
- Importance of Communication in Organisations;
- Communication and Work Process Information;
- Communication and Policy Initiatives;
- Communicating Strategic, Tactical and Operational Strategies;
- Communicating Problems and Seeking Advice;
- Subsystem Communication;
- Organisation Wide Communication.

B10 - Part 3: Communication in Organisation (3)

- Communication and Organisational Control;
- Communication and Decision Formulation and Implementation;
- Information Dissemination as a Factor of Effective Communication;
- Communication and Resource Allocation;
- Communication Barriers:
    - Organisational hierarchy;
    - Boss Consciousness;
    - Mistrust;
    - Technical Language;
    - Technical Data;
    - Power Distance Emotion.

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B10 - Part 4: Organisational Culture and Communication

- Organisational Culture;
- Task Culture;
- Role;
- Person;
- Power Cultures;
- The Relationship between Organisational Culture and Organisational Structure;
- Methods of Communication:
  - Oral;
  - Written;
  - Non-Verbal.
- Electronic (Computer Aided Communication).

B10 - Part 5: Communication and the Organisation's Cross Cultural Environment

- Barriers to Effective Communication:
  - Filtering;
  - Selective Perception;
  - Emotions;
  - National Language;
  - Culture;
  - Cultural Differences.
- Miss-Management of Multiculturalism;
- Gender Differences;
- Conflict between Body Language and Spoken Words;
- Efforts to Avert or Eliminate Communication Barriers;
- The Type and Level of Communication That Each Organisational Culture Encourages;
- The Extent to Which Particular Organisational Cultures Encourage or Impair Communication.

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B10 - Part 6: The Management of Workforce Diversity: A Value added Inclusion

- Discrimination as Social Identity;
- Understanding and Dealing with Sentience;
- The Effectiveness of the British Legislation in Protecting the Rights of the Disadvantaged Groups;
- Gender Disparity in Organisations: An Analysis of the Status of Women in the Workplace;
- Diversity Mismanagement and Its Consequence for Organisational Survival: Some Case Examples;
- Beyond Equal Opportunities: Towards Diversity Management;
- Diversity Management and Effective Human Resource Utilization;
- Constitution of Committees and Task Forces.

B10 - Part 7: The Management of Workforce Diversity: A Value added Inclusion

- Gate Keeping;
- Avoiding 'Resonation';
- Utilizing Marketing Intelligence;
- Activities Necessary for an Effective Management of Organisational Diversity;
- Managing Organisational Culture;
- Ensuring Human Resource Management System Is Bias Free;
- Managing Diversity Through:
    - Recruitment;
    - Training;
    - Education;
    - Development.
- Managing Diversity In:
    - Appraisal;
    - Compensation;

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- Benefits;
- Promotion.

➢ Creating a Higher Career Involvement of Women: Eliminating Dual Career Routes.

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.

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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.

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Admission and Enrolment Procedure

- On receipt of all the above documents we will assess applicants' suitability for the Course or Programme for which they have applied;
- If they are accepted on their chosen Course or Programme, they will be notified accordingly and sent Admission Letters and Invoices;
- One week after the receipt of an applicant's payment or official payment notification, the relevant Course or Programme Tutor will contact him or her, by e-mail or telephone, welcoming him or her to HRODC Postgraduate Training Institute;
- Those intending to study in a foreign country, and require a Visa, will be sent the necessary immigration documentation, to support their application;
- Applicants will be notified of the dates, location and venue of enrolment and orientation, where appropriate.

Modes of Study and Duration of Postgraduate Certificate and Postgraduate Diploma Programmes

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

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

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

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Introducing Our Video-Enhanced Online Study Mode

In a move away from the traditional online courses and embracing recent developments in technology-mediated distance education, HRODC Postgraduate Training Institute has introduced a Video-Enhanced Online delivery. This Online mode of delivery is revolutionary and, at the time of writing, unique to HRODC Postgraduate Training Institute.

You are taught as individuals, on a one-to-one or one-to-small-group basis. You see the tutor face to-face, for the duration of your course. You will interact with the tutor, ask and address questions; sit examinations in the presence of the tutor. It is as real as any face-to-face lecture and seminar can be. Choose from a wide range of Diploma – Postgraduate Courses and an increasing number of Specialist Postgraduate Certificate and Postgraduate Diploma Programmes. You might also accumulate Postgraduate Short Courses, via this mode of study, over a 6-year period, towards a Postgraduate Certificate or Postgraduate Diploma.

Key Features of Our Online Study: Video-Enhanced Online Mode

- The tutor meets the group and presents the course, via Video, in a similar way to its classroom-based counterpart;
- All participants are able to see, and interact with, each other, and with the tutor;
- They watch and discuss the various video cases and demonstrations that form an integral part of our delivery methodology;
- Their assessment is structured in the same way as it is done in a classroom setting;
- The Video-Enhanced Online mode of training usually starts on the 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;

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- For example, a 5-day classroom-based course, which costs Five Thousand Pounds, is only Three Thousand Three Hundred and Fifty Pounds (£3,350.00) in Video-Enhanced Online Mode.

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

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

Cumulative Postgraduate Certificate and Postgraduate Diploma Courses

All short courses can accumulate to the required number of Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, over a six-year period from first registration and applies to both general and specialist groupings. In this regard, it is important to note that short courses vary in length, the minimum being 5 days (Diploma – Postgraduate) – equivalent to 30 Credit Hours, representing one credit, as is tabulated below.

On this basis, the definitive calculation on the Award requirement is based on the number of hours studied (aggregate credit-value), rather than merely the number of credits achieved. This approach is particularly useful when a student or delegate studies a mixture of courses of different credit-values.

For those delegates choosing the accumulative route, it is advisable that at least one or two credits be attempted each year. This will ensure that the required 180 Credit-Hours and 360 Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, respectively, are

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

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)
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

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at least seventy percent (70%) of his or her courses in a specialist grouping. These are exemplified below:

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

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

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55. **Postgraduate Certificate n 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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