

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#086

Business Administration

Programme

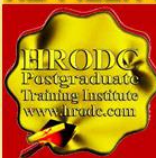
Leading To:

POSTGRADUATE DIPLOMA IN

Business Administration

Business Administration Programme - Page 1 of 75

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
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Websites:
<https://www.hrodc.com/>
<https://www.hrodc.london>
[postgraduateshortcourses.com/](https://www.postgraduateshortcourses.com/)

Email:
institute@hrodc.com
london@hrodc.com

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

Tel:
+44 1902 763 607
+44 7736 147 507

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

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For Whom This Course is Designed

This Programme is Designed For:

- Accountants;
- All Management Aspirants;
- All others who are desirous of mastering the Employee Resourcing Process. Specifically, those who are concerned with Workforce Planning; Humana Resource Recruitment; Human Resource Selection; Human Resource Strategising.
- Any Non-Financial Managers who are required to read, interpret, and contribute to business financial reports;
- Anybody who desires essential time management tools and techniques;
- Anyone from non-financial disciplines who needs to evaluate proposed business expenditure decisions;
- Anyone who wants to build expertise in organizational design and change management;
- Assets Accountants;
- Attorneys;
- Board of Directors;
- Brand Managers;
- Business Administration Graduates
- Business Analysts;
- Business Angels;
- Business Consultants;
- Business Consultants;
- Business Dragon;
- Business Entrepreneurs;
- Business owners to help them take accurate and timely decisions;
- Business Owners;
- Central Bank Managers;
- Chief Executive Officers who are involved with development of long-term customers, suppliers, outsourcing Partners, and other Global Strategic Alliances;
- Client Managers;

- Consultants and External Accountants, who work with managers and executives, in support of improvements to operational and financial processes;
- Corporate Directors;
- Corporate Executives;
- Corporate Managers;
- Cost and Management Accountant;
- Currency Derivatives Specialists;
- Customer Service Staff;
- Department Heads;
- Departmental Managers;
- Divestment Managers;
- Divisional Directors;
- Divisional Managers;
- Executive and Management Development Directors;
- Executive Directors;
- Executive Managers;
- Executives who need to evaluate plans for approval and variance reports for corrective action;
- External Change Agents;
- Financial Advisors;
- Financial and budget controllers, who are seeking promotion to higher level Management;
- Financial Consultants;
- Financial planners and cost analysts;
- Financial Regulators;
- First appointment managers on fast-track development programmes;
- General Managers
- HR Generalists;
- HR Managers;
- HR Professionals;
- Human Resource (HR) Consultants;
- Human Resource (HR) Development Specialists;
- Human Resource (HR) Directors;

- Human Resource (HR) Executives;
- Human Resource (HR) Generalists;
- Human Resource (HR) Managers;
- Human Resource (HR) Planners;
- Human Resource (HR) Professionals;
- Human Resource (HR) Recruitment Specialists;
- Human Resource (HR) Strategists;
- Human Resource Development Experts;
- Human Resource Directors;
- Human Resource Managers;
- Human Resource Professionals;
- Improvement Specialists;
- Individuals with a genuine interest in Issues associated with Organisational
- Individuals with a genuine interest in Issues associated with Organisational Development, Change and related issues;
- Industry and Commerce Ministerial Representatives;
- Internal Auditors;
- Internal Change Agents;
- Internal Corporate Consultant;
- International Fund Managers.
- International Monetary Fund Officials;
- Investment Managers;
- Junior Managers;
- Knowledge Management Protagonists;
- Lecturers
- Life Cycle Specialists;
- Line Managers
- Line Managers and Design Teams;
- Line Supervisors;
- Management Accountants;
- Management Graduates;
- Management Lecturers;
- Management Staffs;

- Management.
- Managers and Supervisors from every business discipline and department who have to run departments and plan, cost and budget during their business lives;
- Managers engaged in International Trade Promotion and Marketing;
- Managers who have to plan, cost and budget new business ventures;
- Managers who need to improve their skills in constructing and controlling their budget;
- Managers who need to know more about business planning, budgeting, costing terms and techniques;
- Managers who require a refresher programme on the topic or who would benefit from having an opportunity to consider new ideas and methods;
- Managers with direct financial responsibilities;
- Managing Directors
- Marketing Analysts;
- Marketing and Sales Personnel;
- Marketing Communication Specialists;
- Marketing Consultant;
- Marketing Executives;
- Marketing Lecturers;
- Marketing Trainers;
- Marketing Managers;
- Marketing Researchers;
- Marketing, Engineering and Human Resources Managers;
- Middle Managers;
- National Directors;
- New members of the management team who need to know more about the budgeting process.
- Non-Executive Directors;
- Organisational Analysts;
- Organisational Change Agents;
- Organisational Development Practitioners;
- Performance Consultants;
- Private Equity Managers;

- Product Directors;
- Product Managers;
- Product Oriented Team Leaders;
- Project Managers;
- Project Specialist Team Leaders;
- Public Accountants;
- Public Equity Managers;
- Quality Assurance Practitioners;
- Quality Improvement Managers;
- Regional Directors;
- Relationship Managers;
- Sales and Marketing Executives;
- Sales Managers;
- Securities Specialists;
- Senior Executives;
- Senior managers who supervise people with financial responsibilities;
- Senior Managers,
- Senior Professionals;
- Service Directors;
- Supervisors
- Supervisors from every discipline and department who have to manage departments and plan, cost, and budget during their business careers;
- Supervisors;
- Supply-Stream Professionals;
- Talent Management Experts;
- Team Leaders
- Team members who need more effective time management skills;
- Those desirous of managing and administering business
- Those seeking a better understanding of International Trade Promotion and Marketing.
- Those who are desirous of enhancing their knowledge and expertise effective organisational role and task delegation.
- Those whose job entails developing and implementing business strategies;

- Training and Development Specialists
- Venture Capitalists;
- Vice Presidents of Manufacturing and Commercial Businesses;
- World Bank Officials.

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.;**

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➤ **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.**

Business Administration				
Leading to Postgraduate Diploma in Business Administration				
Module Number	Pre-existing Course #	Module Title	Credit Value	Page #
1		Organisational Analysis	Single	32
2	032.03	Organisational Improvement: Revitalising Organisation Through Organisational Development and Change	Single	36
3	032.04	Enhancing Managerial Effectiveness	Single	39
4	005	Employee Resourcing: Recruitment and Selection	Single	43
5	031	Organisational Design: Structuring and Restructuring Organisations	Single	47
6	004	Motivating Workers: Intrinsic and Extrinsic Rewards	Single	52
7	122	International Trade Promotion and Marketing	Double	54
8	054	Delegating for Role and Organisational Effectiveness	Single	59
9	037	Advanced Financial Accounting for Non-Accountants	Single	61
10	058	Planning, Costing and Budgeting for Executive Decision-Making	Single	64
11	011	Financial Risk Management	Single	69

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Business Administration, Programme

Leading to Postgraduate a Postgraduate Diploma in Business Administration

Programme Objectives

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

- Accurately profile managers at different organisational levels;
- Activities as a motivation towards effective time-management;
- Address key issues in the management of quality.
- Adopt an effective follow-up system in the workplace;
- Adopt appropriate strategies for dealing with interruptions;
- Adopt different approaches in delegating;
- Adopt effective delegation techniques;
- Analyse education, training and development programmes, determining their potential effectiveness (fit-for-purposeness);
- Analyse how delegation contributes towards effective time management;
- Analyse the concept of leasing in relation to delegating;
- Analyse the perception in each role;
- Apply effective time management to competitive situations;
- Apply the 'equity' theory to work situation from a 'differentiation perspective', rather than an 'equality perspective';
- Apply the Pareto Principle (80/20 rule) to time management issues;
- Apply the principle of throughput accounting to organisational;
- Appreciate the difference between individual stress tolerance levels;
- Appreciate the importance of change institutionalisation;
- Appreciate the importance of time management;
- Appreciate the value of time in an organisational context;
- Appropriately define organisational structure;
- Ascertain how to work with disorganised colleagues;

- Ascertain the concept of delegation;
- Ascertain the impact of cost structure changes;
- Ascertain the importance of competitor information and strategic positioning towards the success of an organisation;
- Ascertain the importance of considering counterparty risk in evaluating contracts;
- Ascertain the importance of delegating tasks;
- Ascertain the importance of equity capital;
- Ascertain the information contained in profit and loss account pertaining to the company;
- Ascertain the possible causes and effects of meeting mismanagement; and
- Ascertain the relationship between an incumbent's experience and role enactment;
- Ascertain the relationship between an incumbent's role perception and his or her role performance;
- Ascertain their respective goals/objectives;
- Assess the impact of information and communications technologies (ICTs) on the change process;
- Assess the likely effect of power distance on the effectiveness of change communication, taking steps to create a favourable situation within the internal and external environments;
- Be able to determine the different stages of process consultation;
- Be able to strike a balance between macro organisational development and micro organisational development;
- Calculate risk in financial exposure;
- Calculate statistics from actual data;
- Calculate Weighted Average Cost of Capital (WACC) using the correct formula;
- Cite some risk within the financial institutions;
- Cite some strategies to manage transaction exposure;
- Cite Specific legislation and related cases relevant to particular job design issues;
- Cite the link between culture and managerial action; and
- Classify plans;
- Conceptualise classical organisational theory and design, neo-classical, humanistic and contingency organisational design approaches;
- Conduct a risk assessment;

- Conduct a sector analysis;
- Conduct an efficient workload analysis;
- Conduct an external organisational analysis;
- Conduct an internal organisational analysis;
- Conduct individual and panel interviews;
- Create an effective agenda that will keep the meeting on the track;
- Critically appraise existing motivation strategy within their organisations, identifying and addressing gaps;
- Deal with external organisational accountability;
- Deal with information overload;
- Decide which items can be delegated;
- Defend the use of periodic and exit interviews;
- Define Cash flow;
- Define derivatives;
- Define free cash flows and identify the inclusions thereof;
- Define gearing;
- Define investment;
- Define Liquidity;
- Define objectives, generally;
- Define planning;
- Define profit;
- Define role set;
- Define role;
- Define, describe and analyse the nature of an organisation;
- Demonstrate a heightened understanding of how best to support delegates in their task performance;
- Demonstrate a heightened understanding of role relationships;
- Demonstrate an appreciation of important of welfare in the development of personal management and human resource management;
- Demonstrate an awareness of how personnel demand forecast (PDF) is conducted;
- Demonstrate an awareness of the fundamental issues associated with Organisational design and their implications for effective organisational functioning;

- Demonstrate an awareness of the fundamental issues associated with organisational design and their implications for effective organisational functioning;
- Demonstrate an awareness of the importance of the marketing mix to product or service success;
- Demonstrate an awareness of the relationship between organisational structure and leadership, on the one hand, and organisational flexibility, on the other;
- Demonstrate an exceptional ability in planning organisational crucial activities;
- Demonstrate an understanding of organisational climate and how it can be gauged;
- Demonstrate an understanding of organisational development as a process;
- Demonstrate an understanding of the concept of motives and their value in organisational and subsystem effectiveness;
- Demonstrate an understanding of the concept of motives and their value in organisational and subsystem effectiveness;
- Demonstrate an understanding of the concept of power and how it might be applied for the benefit of the organisation;
- Demonstrate an understanding of the issue of 'responsibility' and how it translates in superior-subordinate relationships in organizations;
- Demonstrate an understanding of the need to develop dealers and maintain their loyalty;
- Demonstrate an understanding of the relationship between span of management/control and effective supervision;
- Demonstrate an understanding of the relationship between span of management/control or span of management;
- Demonstrate an understanding of the role of national exhibitions, (expositions) in promoting export trade;
- Demonstrate an understanding of the value of Internal Selection
- Demonstrate an understanding of why some manufacturers are only interested in particular life cycle stage;
- Demonstrate how popular motivation theories have contributed to our understanding of worker behaviour;
- Demonstrate leadership in the implementation of change, whilst avoiding whilst avoiding human and organisational casualties.


- Demonstrate the ability to organise national delegation and exhibitors for international exhibitions;
- Demonstrate the need for a proactive stance in relation to organisational change;
- Demonstrate the need for a proactive stance to organisational change;
- Demonstrate the need to balance the 'individualist' and 'collectivist' perspectives in their application to motivation;
- Demonstrate the need to balance the 'individualist' and 'collectivist' perspective to motivation.
- Demonstrate the role of international trade in global economy;
- Demonstrate their ability manage recruitment and selection within a 'resourcing context'.
- Demonstrate their ability to conduct a human resource audit;
- Demonstrate their ability to conduct a job analysis;
- Demonstrate their ability to conduct an internal environmental analysis-SW;
- Demonstrate their ability to determine the type of commitment that motivate particular individuals to join an organisation;
- Demonstrate their ability to encourage the type of superior-subordinate relationship that will be conducive to organisational success;
- Demonstrate their ability to formulate a comprehensive motivation strategy;
- Demonstrate their ability to incorporate specified elements of the quality of working life in the management of their subsystems and sections;
- Demonstrate their ability to lead a recruitment and Selection Team;
- Demonstrate their ability to organise and manage national exhibitions;
- Demonstrate their ability to translate motivation theory into practice
- Demonstrate their appreciation of the need for a variance in intrinsic and extrinsic values if motivation;
- Demonstrate their awareness of change management and human resource implications;
- Demonstrate their awareness of the inevitability of organisational change;
- Demonstrate their knowledge of vertical and horizontal relationships and formal communication channels;
- Demonstrate their understanding of basic organisational structures and the implications that these have for collegial, and superior-subordinate relationships;

- Demonstrate their understanding of how effective delegation is performed;
- Demonstrate their understanding of the different aspects of the contingency approaches to leadership.
- Demonstrate their understanding of the intricacies that are involved in the process of leadership;
- Demonstrate their understanding of the legal bases of Employee Resourcing;
- Demonstrate their understanding of the need to constantly re-evaluate the superior-subordinate that they encourage;
- Demonstrate their understanding organisational structures and the implications that these have for collegial, and superior-subordinate relationships;
- Demonstrate understanding of distinction between personal management and human resource management;
- Describe and enumerate some single and dual status organisations;
- Describe asset behaviour and pricing implication;
- Describe at least two non-conventional selection methods;
- Describe financial risk in the organisational setting;
- Describe role as the behavioural expectations of a role set;
- Describe self-ideal as a behavioural construct;
- Describe the bureaucratic organisations, adhocratic organisations, mechanistic organisations, organismic organisations;
- Describe the democratic incumbent, autocratic incumbent, the generous incumbent, the dedicated incumbent, the social self and the role of each;
- Describe the legal and political risk environment;
- Design a personnel selection;
- Design an effective induction package;
- Design an organisation adhering to the principles of horizontal and vertical relationship;
- Design an organisation adhering to the principles of horizontal and vertical relationship;
- Design job description and personnel specification for particular roles;
- Design measures, which will ensure change institutionalisation; and
- Design ways of stabilizing staff turnover;
- Determine an investor's reason for investing in a derivative security;

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- Determine how corporate strategy leads to effective risk management;
- Determine how cost of debt is measured;
- Determine how credit risks are calculated;
- Determine how efficient time management increases work effectiveness and productivity;
- Determine how goal setting can lead to proper time management;
- Determine how to manage currency risk;
- Determine how to provide support even when the task is overwhelming for the delegate;
- Determine key success factors;
- Determine organisational success factors;
- Determine some exemplifying roles;
- Determine the appropriate marketing strategy for particular stages in the life cycle of a product or service;
- Determine the benefits of delegating, thereby encouraging them to perform delegation whenever necessary;
- Determine the benefits of the organisation out of the flexed budgets;
- Determine the boundary relationship of a role set;
- Determine the different parts of the balance sheet;
- Determine the factors, which contribute to workers' resistance to change;
- Determine the importance of is cash flow;
- Determine the issues involved in operational plan;
- Determine the limitations of CVP analysis;
- Determine the marketing strategy that is appropriate for particular stage of the product life cycle;
- Determine the most effective ways of communicating change decisions to workers;
- Determine the place of an incumbent's perceived role expectations on his or her role enactment;
- Determine the requisites for delegation to avoid any problem during the process;
- Determine the situation in which liquidity risk arises;
- Determine the situations when a particular approach might be appropriate;
- Determine the situations, in specific relation to scale, level, cost, urgency (both proactive and reactive), where a particular approach might be appropriate;

- Determine the type, level and stage of change that might be best suited to the 'employment' of internal or external change agents, respectively, maintaining an effective working environment;
- Determine the underlying concepts of Strategic Planning;
- Determine the use of non-financial information together with financial information;
- Determine the uses and purpose of accounting;
- Determine when change acceleration is necessary;
- Determine when delegation is not proper;
- Determine why settlement risk has been historically a particular problem in the foreign exchange markets;
- Develop a personal approach in using your time in the most productive way;
- Develop and maintain a good time management habit;
- Develop their personal "To-Do List;"
- Develop their personal ABC123 prioritised planning;
- Develop useful techniques for setting and achieving goals;
- Develop ways to maximise their personal effectiveness;
- Develop your own individualised plan of action.to maximise their use of time;
- Devise a strategy that will reduce the negative effects of 'change acceleration';
- Devise a workable marketing strategy for an organisation;
- Devise an effective time management strategy;
- Devise an organized and systematic schedule and handle it properly;
- Devise methods of reducing stress levels;
- Devise their personal planner;
- Devise ways to avoiding time crunches;
- Differentiate between investment appraisal criteria and investment decisions;
- Differentiate between standing and single-use plan.
- Differentiate cash from profit as a measure of performance, EBITDA;
- Differentiate managerial control and worker autonomy and professionalism in mechanistic organisations;
- Differentiate operational centralisation and decentralisation;
- Differentiate social objectives from business objectives;

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- Directing/Leading;
- Discover how variance analysis helps management understand the present costs and control future costs;
- Discuss about future's market risk;
- Discuss about sensitivity analysis as risk management;
- Discuss POSEC Method in relation to time management;
- Discuss the co-ordinating mechanism in a simple structure;
- Discuss the various components of operations management;
- Discuss, with confidence, the implications of particular organisational structures have for communication and leadership styles;
- Discuss, with confidence, the planning hierarchy;
- Distinguish a Tall from a Flat Organisational Structure;
- Distinguish among internal, upward and downward organisational accountability;
- Distinguish between a leader and a managerial leader;
- Distinguish between change strategies and approaches to change;
- Distinguish between different approaches to marketing and their underlying philosophies;
- Distinguish between different organisational structures;
- Distinguish between formal and informal organisations;
- Distinguish between fundamental types of structure;
- Distinguish between informal management and formal management succession charts;
- Distinguish between organismic and mechanistic structures;
- Distinguish between strategic and operational change;
- Distinguish between strategic planning and operational or business planning.
- Distinguish between the basic types of structure;
- Distinguish between the different sets of motivation theories, notably content, process and reinforcement;
- Distinguish between the different types of matrix structures;
- Distinguish between the speed of change and 'change acceleration';
- Distinguish between the underlying concepts of delegation,
- Distinguish cash and profit;
- Distinguish groupthink from teamthink;

- Distinguish the underlying concepts of delegating, empowerment and decentralization;
- Draft a strategic plan for their organisation incorporating therein the key components.
- Draft accounting reports and statements;
- Draft an operational or business plan for their organisation.
- Elucidate the concerns of managers in delegating;
- Employ some tools for effective delegating.
- Employ the correct change strategy that will create 'winners' even in a 'most hopeless' situation;
- Enumerate examples of business and non-business organisations;
- Enumerate some sources of operating risk;
- Enumerate the benefits of effective time management;
- Enumerate the different kinds of banking risk and explain each;
- Enumerate the different stages in the product life cycle;
- Enumerate the different time management tips for managers;
- Enumerate the factors influencing effective delegation;
- Enumerate the purposes of budgeting;
- Enumerate the sources of finance;
- Enumerate the types of variances and give the reasons for their occurrence;
- Establish the cost/volume/profit (CVP) relationships;
- Establish the link between financial risk and the market dynamics;
- Establish the link between risk and equity market;
- Establish the link between role and the internal environment;
- Establish the links between the profit and loss account and balance sheet;
- Establish the links between three accounting statements: the cash flow statement, profit and loss account and balance sheet;
- Establish the primary role of technology in risk management;
- Establish the relationship between delegation and external candidature;
- Establish the relationship between planning and organisational control.
- Establish the relationship between power, culture and organisational structure;
- Establish the relationship between self-ideal and a performance enhancer;
- Establish the relationship between strategic accounting systems, and the balanced scorecard; and

- Establish the right environment for successful delegation;
- Establish the role of international trade in economic development, sustainability and growth;
- Evaluate the appropriateness of the application of particular theoretical aspects of motivation to specific situations;
- Evaluate the performance of the person with whom the job was delegated and the result of the completed assignment;
- Exemplify Investment in a particular industry;
- Exhibit a heightened awareness of the constituents of organisational development;
- Exhibit an understanding of the desirability of a limited turnover of staff;
- Exhibit an understanding of the relationship between leader behaviour and leadership styles; and
- Exhibit an understanding of the winning factors in bilateral trade agreements.
- Exhibit their ability to conduct an external environmental analysis-OT;
- Exhibit their ability to use aspects of quality of working life to motivate workers;
- Exhibit their knowledge of the situations when delegating is effectively executed;
- Exhibit their knowledge of vertical and horizontal relationships and formal communication channels;
- Explain at least 3 reasons for delegating;
- Explain Efficiency and Performance;
- Explain facets #1 and 2 of authority;
- Explain how managers and subordinates benefit from delegating;
- Explain how social objectives lead to profitability gain;
- Explain probability and normal distribution;
- Explain Profitability;
- Explain some accounting language and terminology;
- Explain the approaches to organisational design;
- Explain the concept of Chi-Squared Distribution;
- Explain the concept of accruals and monetary concepts;
- Explain the concept of batching technique and its relationship to time management;
- Explain the concept of capital rationing and control of capital investment projects;
- Explain the concept of delegation as internal promotion;
- Explain the concept of Eisenhower method;

- Explain the concept of informal plan.
- Explain the concept of organisational culture;
- Explain the concept of segmental expectations;
- Explain the degree of decision-making and operational centralisation or decentralisation that persist in particular organisational structure and their implications for organisational effectiveness;
- Explain the different classification of culture;
- Explain the mechanism whereby the organisational activities can be co-ordinated;
- Explain the motivation and the behavioural aspects of budgeting;
- Explain the pickle jar theory;
- Explain the relationship between worker autonomy and managerial control;
- Explain the time management matrix;
- Explain the underlying principle of financial risk management;
- Explain, with examples, The DuPont system.
- Exploit the benefits of information and communications technologies (ICTs) in the planning, communication and implementation of change, being mindful of their drawbacks;
- Explore the bases for 'division of labour/work' in organisations and their relation to organisational effectiveness;
- Expound the facet of authority, providing practical examples
- Express familiarity with the concept of responsibility, authority and accountability as it relates to delegation;
- Find out how statistical analysis is used as a risk management instrument;
- Find out how the interest rate derivatives market are managed;
- Follow the common trends in the popular motivation theories;
- Formulate a comprehensive motivation strategy;
- Formulate a workable motivation strategy;
- Formulate strategies in handling unexpected job emergencies;
- Gain a balance between professional goals and personal time;
- Give the bases of divisional organisational structure;
- Give the general definition of risk;
- Handle e-mails, task and calendar systematically;
- Have managed sensitivity training successfully;

- Identify an organisational structure from verbal description;
- Identify at least three tasks that can, and should, be delegated in Internal Selection;
- Identify horizontal relationships in organisational design;
- Identify role segments;
- Identify some financial methods of measuring risk;
- Identify some organisational tasks and determine how tasks are grouped;
- Identify the components of cash flow statement;
- Identify the concerns of managers in delegating;
- Identify the difference between delegating authority and task;
- Identify the difference between delegating authority, on the one hand, and task, on the other;
- Identify the different internal and external users;
- Identify the different meeting menaces and learn how to deal with them;
- Identify the different planning and operational variances;
- Identify the different sources of financial information;
- Identify the key elements of published reports and accounts and explain each;
- Identify the possible uncertainty and risk in budgeting and planning;
- Identify the role expectations of social support;
- Identify the set of complimentary relationship in every role;
- Identify the single and mixed products;
- Identify the standard costs of a company;
- Identify the tasks which can be delegated;
- Identify the various contingency factors in planning to prepare their organisation for any unforeseen or unexpected circumstances;
- 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;
- Identify who are the users of accounting and financial information;
- Illustrate a matrix organisational structure;
- Illustrate a simple, functional and divisional organisational structure;
- Illustrate communication channels in an organisational chart;
- Illustrate how the contingency approach to motivation might be applied to different situations;

- Illustrate lines of authority in an organisational chart;
- Illustrate the advantages and disadvantages of each change strategy;
- Illustrate the advantages and disadvantages of each strategy;
- Illustrate the advantages and drawbacks of group involvement in decisions related to change;
- Illustrate the channels of economic exposure;
- Illustrate the difference between the hard approach to HRM and Soft approach to HRM.
- Illustrate the effect of organisational structure on communication within an organisation;
- Illustrate the models towards understanding risk;
- Illustrate the strategic planning process;
- Illustrate their ability to design an appropriate organisational structure that takes account of contingent internal and external environmental factors;
- Illustrate their knowledge of how to determine the skills required for the delegated task;
- Implement change, whilst avoiding human and organisational casualties;
- Implement techniques for minimising disruptions;
- Indicate how to address problems in delegation;
- Indicate the effects of risk in the economy;
- Indicate the implications of particular life cycle stage for the success or demise of particular entrants or players;
- Indicate the importance of vertical and horizontal relationships in organisational design;
- Indicate the importance of vertical and horizontal relationships in organisational design;
- Indicate the part that training and development play in worker motivation;
- Indicate the significant aspects in development of human resource management and personal management;
- Indicate when translation exposure occurs;
- Know how financial exposure risk are managed;
- Know how financial risks are quantified;
- Know how most managers apportioned their time;

- Know how to properly delegate task;
- Know how to refuse unreasonable requests in the proper manner;
- Know the budget process, including activity based budgeting;
- Know the characteristics of planning.
- Know the concept of, and prepare a tactical plan for their organisation.
- Know the degree of specificity of role in mechanistic organisations and organismic organisations;
- Know the difference between being “busy” and “productive;”
- Know the different purposes of planning.
- Know the importance of delegation in increasing productivity and workflow;
- Know the importance of lines of authority and accountability in organisations towards effective organisation communication;
- Know the information contained in the balance sheet pertaining to the company;
- Know the organisation’s accountability to owners or sponsors, clients, users, or customers, creditors, and sector or industry;
- Know the reason for the existence of foreign currency market;
- Know the right period for doing strategic planning.
- Know the role actor or incumbent;
- Know what determines the extent to which the company is affected by economic exposure;
- Know what type of company is susceptible to transaction exposure;
- Know when credit risk arises;
- Learn about organisational and accounting control systems;
- Learn how assert themselves politely and calmly;
- Learn how to delegate authority for effective task performance;
- Learn how to delegate responsibility with delegated tasks;
- Learn how to develop competitive advantage;
- Learn how to diffuse the impact of others;
- Learn how to handle interruptions constructively;
- Learn how to interpret statistical data;
- Learn how to maintain their responsibility;
- Learn how to manage risk with forward contracts;
- Learn how to manage risk with SWAPS;

- Learn how to manage their workloads more effectively;
- Learn how to perform break-even analysis;
- Learn how to predict business failure using the ALTMAN z-score;
- Learn how to prioritise using decision matrices;
- Learn how to use PESTEL in risk management;
- Learn how to utilize their gap times;
- Learn the step-by-step process in making effective schedule;
- Learn to identify and measure currency risk;
- List down some matrix organisational types;
- List some structural typologies and describe each;
- List the different stages in the product life cycle;
- Locate performance related pay, productivity bonuses and other remuneration inducement within existing motivation theory;
- Locate performance related pay, productivity bonuses and other remuneration inducement within existing motivation theory;
- Make use of the different time management tools to increase their work effectiveness and productivity;
- Manage information flow and retrieval process;
- Manage latent and manifest resistance to change;
- Manage meetings more effectively as a time management device;
- Manage projects in a systematic way;
- Manage resources more efficiently;
- Manage the motivation process, taking account of the differences in preferences and expectation of workers;
- Manage the motivation process, taking account of the differences in preferences and expectation of workers;
- Manage the process of motivation, taking account of socio cultural and economic differences;
- Manage the process of motivation, taking account of socio cultural and economic differences;
- Manage the relationship between the organisation and its internal and external stakeholders during the different stages of the change process;
- Manage the risk of internal 'sabotage';

- Manage the strategic role; and
- Match the mode, channel and method of communication with the nature and stage of the change process;
- Match the organisational design approach with the level of development of the organisation;
- Match the organisational design approach with the level of development of the organisation;
- Meet tight deadlines with time to spare;
- Monitor progress and provide feedback about the delegated assignment;
- Name at least 3 international trades associations, establishing their major objectives; and
- Name at least 3 international trades associations, establishing their major objectives; and
- Name the different planning tools;
- Name the fundamental organisational structures and their variations;
- Outline the planning hierarchy in reference to their own organisations;
- Outline the planning hierarchy in reference to their own organisations;
- Outline, with examples, Mintzberg's 'Bases of Co-ordinating';
- Outline, with examples, Mintzberg's bases of co-ordinating; and
- Outline, with examples, the planning process, as it applies to different organisational levels;
- Outline, with examples, the planning process, as it applies to different organisational levels;
- Perform risk analysis;
- Peruse business objectives through business objectives;
- Plan to make the best use of the time available through the art of effective scheduling;
- Prepare a cash flow statement for their company;
- Prepare a plan incorporating all the necessary requirements;
- Prioritise 'urgent' and 'important' activities;
- Propose the desirable level of specialisation that might apply to particular organisational types and settings;
- Propose the desirable level of specialisation that might apply to particular organisational types and settings;


- Provide a working definition of accountability
- Provide examples of different bases of divisional structure;
- Provide the bases for structural contingencies
- Provide the bases for structural contingencies;
- Realise the importance of agenda;
- Realise the importance of goals;
- Realise the value of standard costing as a management tool;
- Recognise the variety of causes of procrastination and apply relevant techniques to overcome them;
- Recommend the most appropriate structure for an organisation, taking contingent factors into account;
- Reduce time spent in meetings yet contribute more effectively;
- Regard time as an important resource;
- Relate specific recruitment, selection, retention and exit issues to UK and European legislation;
- Relate the concept of Maslow's Hierarchy of Needs with effective time management;
- Relate the part played by Rowntree in the development of personal management and human resource management;
- Relate the theories of leadership to empirical research;
- Select the right person to do the tasks;
- Set parameters in delegating a task;
- Set realistic goals through SMART method;
- Set up a discussion when about task delegation;
- Show the vertical relationships in an organisational chart;
- Solve problems through the trading game scenario.
- Specify and explain the four D's in time management;
- Specify risks that are associated with socio-cultural change;
- Specify some qualitative approaches to financial risk assessment;
- Specify the effects of poor time management;
- Specify the implications of particular life cycle stage for the success or demise of particular entrants or players;
- Specify the limitations of the conventional balance sheet;
- Specify the new role for managers and accountants;

- Specify the steps for running productive and effective meeting;
- Specify what are involved in managing fraud risk;
- Suggest at least 3 major contributions that international trades associations are likely to make to their export efforts;
- Suggest how authority might be delegated effectively;
- Suggest solutions to some problems in budgeting;
- Suggest the approaches which might be adopted in designing an organisation;
- Suggest the constraints that specific UK Protective Legislation place on the recruitment, selection and management of employees;
- Suggest the efforts, which an organisation might employ to reduce workers' resistance to change;
- Suggest the efforts, which an organisation might employ to reduce workers' resistance to change;
- Suggest the strategies for handling descent from delegation;
- Suggest ways to improve organisational culture;
- Suggest ways to manage multiple tasks;
- Synthesize the relationship between internal and external environmental analyses- SWOT;
- Take a viable position in trade openness and productivity debate;
- Take steps to create a positive perception of the organisation, among shareholders, funding agents, clients and customers, during a strategic change process;
- Teach delegation skills to team leaders;
- The world trade agreement (WTA) 1994;
- Translate motivation theory into practice;
- Translate the positive and negative factors of particular types of structure to the design of an organisation which will enhance the effectiveness of an enterprise;
- Understand how to manage equity risk;
- Understand organisational structure as roles and relationships;
- Understand the concept of internal selection mechanism;
- Understand the concept of multitasking;
- Understand the difference between important and urgent activities/works;
- Understand the principle of profit and profitability;
- Understand the significance of statistics;

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.



- Understand the time value of money;
- Understand the underlying concept of the prioritisation grid;
- Understand the underlying principles of “time” in an organisational wide context;
- Undertake tests to check the quality of their organisation’s strategic plan;
- Use candidate assessment form in short listing and interviews;
- Use effective delegation techniques at the workplace;
- Use practical techniques for organising work;
- Use some techniques in improving delegating skills;
- Use the different strategic planning tools in preparing their organisation’s strategic plan.
- Utilise the sensitivity analysis in decision-making to overcome risk and uncertainty;
- Weight a candidate assessment form, on the basis of job description and personnel specification.

Programme Contents, Concepts and Issues

Module 1 Business and Organisational Analysis

M1 - Part 1: Contextualising Organisational Analysis

- Organisations: A Definition;
- Formal and Informal Organisations: A Distinction;
- Organisational Task and Task Groupings;
- Business vs. Non-business Organisations;
- Objectives Defined;
- Social Objectives;
- Business Objectives;
- Perusing Business Objectives through Business Objectives;
- Profitability of Social Objectives:
 - Direct Gains;
 - Indirect gains;
- Division of Work or Labour;

- Delegation;
- Responsibility;
- Accountability;
- Authority Demythified;
- Authority - Facet #1;
- Authority - Facet #2;
- Power.

M1 - Part 2: Role in an Organisational Context (1)

- Role: A Definition;
- The 'Role Set';
- Role and Role Relationships;
- Exemplifying Roles;
- The Role Actor or Incumbent;
- Role Perception;
- Incumbent's Role Perception;
- Individual's Role Perception;
- Role and the External Environment;
- Role and the Internal Environment;
- Defining the Role Set;
- Role Segments.

M1 - Part 3: Role in an Organisational Context (2)

- The Relationship between an Incumbent's Experience and Role Enactment;
- The Relationship between an Incumbent's Role Perception and His or Her Role Performance;
- The Place of an Incumbent's Perceived Role Expectations on His or Her Role Enactment;
- Segmental Expectations;
- The Role as the Behavioural Expectations of a Role Set;
- The Boundary Relationship of a Role Set;

- Role Expectations of Social Support;
- The Democratic Incumbent;
- The Autocratic Incumbent;
- The Generous Incumbent;
- The Dedicated Incumbent;
- The Social Self;
- Self-Ideal as a Behavioural Construct;
- Self-Ideal and a Performance Enhancer.

M1 - Part 4: The Organisation's Internal and External Accountability

- Internal Organisational Accountability;
- Upward Organisational Accountability;
- Downward Organisational Accountability;
- The Risk of Internal 'Sabotage';
- External Organisational Accountability;
- Accountability to Owners or Sponsors;
- Accountability to Clients, Users, or Customers;
- Accountability to Creditors;
- Accountability to Sector or Industry.

M1 - Part 5: Organisational Design Metaphors and Relationships (1)

- Organisational Structure as Roles and Relationships;
- Lines of Authority and Accountability in Organisations;
- Unitary Command System: Classical Organisational Theory and Design;
- Dual and Multiple Command Systems: Towards Neo-Classical, Humanistic and Contingency Organisational Design Approaches;
- Operational Centralisation;
- Operational Decentralisation;
- Bureaucratic Organisations;
- Adhocratic Organisations;
- Mechanistic Organisations;
- Organismic Organisations;

- Single Status Organisations;
- Dual Status Organisations;
- Role Specificity in Mechanistic Organisations;
- Role Specificity in Organismic Organisations.

M1. Part 6: Organisational Design Metaphors and Relationships (2)

- Managerial Control vs. Worker Autonomy and Professionalism in Mechanistic Organisations;
- Managerial Control vs. Worker Autonomy and Professionalism in Organismic Organisations;
- Structural Typologies;
- The Simple Organisational Structure;
- Snippet of Functional Organisational Structure;
- Snippet of Divisional Structure;
- Bases of Divisional Organisational Structure;
- Snippet of Matrix Organisational Structure;
- Matrix Organisational Types.

M1 - Part 7: Understanding Organisational Culture

- Concept of Organisational Culture;
- Cultural Classification:
 - Role Culture;
 - Task Culture;
 - Power Culture.
- The Relationship between Power, Culture and Organisational Structure;
- Culture and Managerial Action;
- Organisational Culture Improvement.

Module 2

Organisational Improvement: Revitalising Organisations through Organisational Development and Change

M2 - Part 1: Organisational Development: Salient Issues

- What is Organisational Development?
- OD and Organisational Effectiveness;
- Differing Perspectives of Organisational Development;
- Organisational Climate;
- Organisational Culture;
- Organisational Norms;
- Organisational Values;
- Organisational Power Structure;
- Worker Commitment;
- Structure of Roles in Organisation;
- Inter-Group Collaboration;
- The Combination of the Authority Based in Roles with the Authority Based in Knowledge and Skills;
- The Creation of an Open System of Communication –Vertically, Horizontally, Diagonally; Management Development.

M2 - Part 2: Micro and Macro Organisational Development: Their Respective Direct and Indirect Contribution to Organisational Improvement and Eventual Effectiveness (1)

- Micro Organisational Development;
- The Quality of Working Life;
- Aspects of Quality of Working Life;
- Adequate and Fair Compensation;
- Healthy and Safe Working Conditions;
- Development and Growth of Human Capacities;
- Growth and Security;

- Social Integration of People;
- Constitutionalism.

M2 - Part 3: Micro and Macro Organisational Development: Their Respective Direct and Indirect Contribution to Organisational Improvement and Eventual Effectiveness (2)

- Protection of Total Life Space;
- Social Relevance of Work;
- Sensitivity Training;
- Approach to Organisational Development;
- Organisational Development Interventions;
- Process Consultation;
- Enhancing the Effectiveness of Programmes;
- Macro Organisational Development: Organisation-wide Development and Change
- Determination of organisational Development Success.

M2 - Part 4: Contextualising the Organisational Change Management Process (1)

- Influence Change Strategies: When They Should be Used or Avoided;
- Control Change Strategies: When They Should Be Used or Avoided;
- Communicating Organisational Change;
- Communication Media: Mass or Personalised Communication?
- Mode and Channels of Communication;
- Getting the Message Right;
- Timing of Communication;
- Who Should Communicate What, When?
- Use of Groups in Change Process;
- Managing Latent and Manifest Resistance to Change;
- Effective, Overall Change Leadership.

M2 - Part 5: Contextualising the Organisational Change Management Process (2)

- Leading Change Implementation;
- Selecting the Appropriate Change Agent;
- Internal or External;
- Speed of Change;
- Change Acceleration: Averting Organisational and Individual Casualties;
- Confidence;
- Change Tolerance and Individual Stress Levels;
- Managing The External Environment: Improving Perception and Instilling;
- Stakeholders, Generally;
- Shareholders and Funding Agents;
- Customers and Clients;
- Potential Customers and Clients;
- Change Institutionalisation: Returning to Normality.

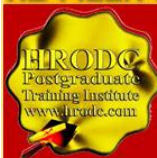
Module 3 Enhancing Managerial Effectiveness

M3 - Part 1: Time Management

- 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;

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- Asserting Yourself Politely and Calmly;
- Conquering Overcommitment (Learn to say, “No”).

M3 - Part 2: Contextualising Time 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.

M3 - Part 3: Setting Goals/Objectives, Planning and Getting Organised

- Setting Goals and Objectives:
 - What You Want to Achieve;
 - Importance of Goal;
 - Setting Realistic Goals Through SMART Method;

- Techniques for Setting and Achieving Goals.
- Planning:
 - Management and Planning Tools;
 - Using a Planner;
 - Developing Action Plan.
- Getting Organised:
 - Organising Your Workspace, Files and Folders;
 - E-mail, Task and Calendar Managing;
 - Information Flow and Retrieval Process;
 - Information Overload;
 - Schedule Management:
 - ✚ Scheduling to Create Work/Life Balance;
 - ✚ Creating Dynamic “To-Do List”;
 - ✚ Reducing Mental Clutter.
- The Batching Technique;
- Utilise Time Gaps;
- Effective Follow-up System;
- Developing Time Management Habit.

M3 - Part 4: Scheduling, Prioritising and Time Management Application

- Scheduling:
 - Effective Scheduling;
 - Steps in Scheduling.
- Prioritising:
 - The Prioritisation Grid;
 - Important vs. Urgent;
 - Time Management Matrix (Covey’s Four Quadrant Matrix);
 - To-Do List;
 - ABC123 Prioritised Planning;
 - Decision Matrix.
- Time Management and Manager:

- How Most Managers Apportioned Their Time;
- Time Management Tips for Managers;
- Effective Resource Management;
- Workload Analysis;
- Managing Workload;
- Managing Disorganised Staffs.

M3 - Part 5: Achieving Effective Time Management through Proper Meeting Management

- Meeting Management:
 - Creating an Effective Agenda;
 - Importance of Agenda;
 - Steps For Productive and Effective Meeting;
 - Groupthink;
 - Teamthink;
 - Reducing Time Spent on Meeting;
 - Meeting Menaces:
 - ✚ The Waffler;
 - ✚ The Turf Warrior;
 - ✚ The Assassin;
 - ✚ The Dominator;
 - ✚ The Interrupter.
 - Meeting Mismanagement.
- Trading Game Scenario.

M3 - Part 6: Managerial Leadership and Leader Behaviour in Organisations

- Leadership: General Definition;
- The Difference Between a Leader and a Managerial Leader;
- Transactional Leader Behaviour;
- Charismatic or Transformational Leader;

- Leadership and Authority;
- Management and Power;
- Management and Control;
- Leadership and Interpersonal Relationship;
- Qualities or Traits Approach to Leadership;
- Task and Person Orientation;
- Contingency or Situational Approaches to Leadership;
- Leadership and Extroversion;
- Leadership and Characteristics;
- Leadership and Social Needs;
- Leadership and Power Needs;
- Leadership and Achievement Needs;
- Leader Orientation;
- Person Orientation;
- Employee Centered Leaders;
- Participative Leadership;
- Democratic Leadership;
- Performance Monitoring;
- Leadership and Environmental Variability;
- Leadership-Superior Subordinate Relationship;
- Leadership and Team Development;
- Leadership and Flexibility;
- Leadership and Decision Making;
- Leadership Influence and Reward.

Module 4 Employee Resourcing: Recruitment and Selection

M4 - Part 1: Strategising Employee Resourcing

- Logicalising Internal and External Selection Processes;
- Internal and External Selection Processes as an Organisational Development Phenomena;
- Rationalising Internal Selection as a Process;
- Staff Turnover and its Negative and Positive Impact On the Organisation;
- Recruitment and Selection as a Resourcing Activity;
- The Importance of Human Resource Forecasts;
- Methods of Forecasting Human Resource Needs of the Organisation;
- Strategic Operational Review' (SOR) As Prerequisite For Human Resource Forecasting;
- Importance of Human Resource Audit;
- Conducting Human Resource Audit;
- Periodic and Exit Interviews.

M4 - Part 2: The Legal Bases of Employee Resourcing

- The Psychological Contract and Its Legal Bases
- Genuine Occupational Qualification (GOQ);
- Employees, Workers, and Contractors: Their Distinction and Legal Implications;
- Avoiding Accusations of Discrimination in Employment;
- Holiday Entitlement;
- Job Design and the Equality and Other Regulations:
 - Mechanistic Job Design;
 - Biological Job Design;
 - Perceptual Job Design;
 - Motivational Job Design.

- Legal Issues in Recruitment and Selection: Avoiding Discrimination;
- Statutory Information Requirement and Timescale for New Employees;
- Employees as Intellectual Capital;
- Exploiting the Organisation's Intellectual Property;
- Protecting the Organisation's Intellectual Property;
- Employee vs. Employer in Ownership of Intellectual Property Rights;
- Patent and Intellectual Property Rights;
- Research and Development and Intellectual Property Rights;
- Research and Development and the Patent Act;
- 'Reverse Engineering' and Intellectual Property Rights;
- Instant Dismissal or Summary Dismissal?;
- Employment of 'Workers', Subject to Immigration Control;
- Statutory Instruments 2014 No. 1262 - Immigration - The Immigration (Employment of Adults Subject To Immigration Control) (Maximum Penalty) (Amendment) Order 2014.

M4 - Part 3: Systematising the Recruitment and Selection Process

- Systematic Recruitment and Selection Process;
- Job Analysis;
- Job Description;
- Personnel Specification;
- Market Targeting;
- Designing and Placing Advertisement;
- Weighting and Using a Candidate Assessment Form (CAF);
- Non-Conventional Personnel Selection;
- Short Listing Candidates;
- Conducting Selection Interviews;
- The problems and benefits of Web-based Recruitment;
- International E-Selection: Its Organisation, and Management;
- International Video-Based Selection: Understanding and addressing its associated problems;
- Employees:

- Benefits of Internal Selection;
 - Problems with Internal Selection.
- Human Resource Planning (HRP).

M4 - Part 4: Practicalising the Recruitment and Selection Process

- Determining or Predicting Vacancies;
- Conducting Job Analysis;
- Designing Job Description;
- Designing Personnel Specification;
- Market Targeting;
- Designing and Placing Advertisement;
- Weighting and Using a Candidate Assessment Form (CAF);
- Short Listing Candidates;
- Conducting Selection Interviews;
- Deciding on Preference Order of Candidates;
- Notifying Successful Candidates.

M4 - Part 5: Organisational Retention Strategy

- Levels of Individual Commitment of Potential and New Recruits:
 - Moral Commitment;
 - Remunerative Commitment;
 - Calculative Commitment.
- Efforts to Transform Remunerative and Calculative Commitment to Moral Commitment;
- Training, Education, Development as Talent Management Enhancement;
- The Value of Staff Induction;
- Organising an Induction Programme;
- Running an Induction Programme;
- Conducting Periodic Interviews;
- Addressing Issues Emerging for the Exit Interviews;
- Conducting Exit Interviews

Module 5 Organisational Design: Structuring and Restructuring Organisations

M5 - Part 1: Contextualising Organisational Structure

- Defining Organisations;
- Social Organisations;
- Formal Organisations;
- Salient Elements of Organisational Analysis;
- Roles;
- Responsibilities;
- Accountability:
 - Internal Accountability;
 - Upward Accountability;
 - Downward Accountability.
- The Organisation's External Accountability:
 - Accountability To Owners/Sponsors;
 - Accountability To Clients/Users/Customers;
 - Accountability To Creditors;
 - Accountability To Sector Or Industry;
 - Accountability To The State.
- Authority:
 - Traditional Authority;
 - Charismatic Authority;
 - Legitimate Authority;
 - Professional Authority.
- Power;
- Organisational Power Sources:
 - Authority;
 - Control over resources;
 - Control over information, access to and control over the information flow;
 - Control over uncertainty;

- Unobtrusive Power.
- Delegation:
 - Bases of Delegation;
 - Delegation and Professional Authority;
 - Delegation and Superior-Subordinate Relationship.

M5 - Part 2: Organisational Design: Typologies and Principles

- An Introduction to Organisational Design;
- Approaches to Organisational Design;
- Classical Organisational Design;
- Bases of Classical Organisational Design:
 - Formal authority;
 - Rules & regulations;
 - Precedent for the establishment of future policy.
- Protagonists of the Classical Approach to organisational Design:
 - Max Weber;
 - Frederick Taylor;
 - Henri Fayol.
- Neo-Classical Organisational Design;
- Protagonists of Neo-Classical Organisational Design:
 - Douglas McGregor;
 - Rensis Likert;
 - Chris Argyris.
- Scientific Management to Organisational Design: Mechanistic Approach to Organisational Design;
- Human Relations Movement: Humanistic Approach to Organisational Design;
- Contingency Approaches to Organisational Design: Structure-Environment Match:
 - Organisational Structure for a Stable Environment;
 - Organisational Structure for Changing Environment;
 - Organisational Structure for Turbulent Environment.
- Organisational Structure and Internal and External Relationships;
- Levels of Control and Role Specificity;

- Mechanistic and Organismic Structures and Their Types of Relationships;
- A Case In Point: The Mechanistic Factory Setting.

M5 - Part 3: Organisational Design Features

- Vertical Relationships in Organisational Design;
- Horizontal Relationships in Organisational Design;
- Lines of Authority and Accountability in Organisational Design;
- Types of Organisational Structure:
 - The Simple Structure;
 - The Functional Structure;
 - The Divisional Structure and Its Internal Relationships.
- Bases of Divisionalisation:
 - Product Divisional Structure;
 - Service Divisional Structure;
 - Geographic or Regional Divisional Structure.
- The Matrix Structure:
 - Divisional Matrix Structure;
 - Functional Matrix Structure.
- Customised Matrices;
- The Divisional Structure Compared with the Functional Structure on the Basis of:
 - Communication;
 - Co-Ordination;
 - Worker Autonomy.
- The Organisation of the Matrix Structure;
- Identifying and Designing Organisational Structures.

M5 - Part 4: Organisational Control, Communication and Decision-making in Matrix and Hierarchical Structures

- Control as an Operational Necessity;
- Control as a Co-ordinating Mechanism;
- Bases of Co-ordinating:

- Mutual Adjustment;
 - Direct Supervision;
 - Standardisation of Work Process;
 - Standardisation of Output;
 - Standardisation of Input.
- Structurally Derived Control System;
- Importance Of Communication In Organisation;
- Corporate And Subsystem Needs:
- Programmes;
 - Decisions;
 - Problems;
 - Emergencies and Contingencies;
 - Individual, Subsystem And System Needs And Functions.
- Barriers To Communication:
- Language;
 - Cultural Differences;
 - Power Distance;
 - Emotion.

M5 - Part 5: Empirical Exploration of Organisational Control, Communication Pattern and Decision-making in Matrix and Hierarchical Structures

- Organisational Control: Control Mechanism in the Matrix and Hierarchical Structures
- Control Features in the Matrix Structure;
- Control Mechanism in the Hierarchical Structures;
- Decision-Making and Communication Patterns in Functional Structures;
- Decision-Making and Communication Patterns in Divisional Structure;
- Decision-Making and Communication Patterns in Matrix Structures;
- The Interrelationship between Organisational Design and International Business;
- The Place of the Divisional Structure in International Operations;
- Communication In Organisation: The Problem Of Overload;
- Organisation-wide communication as a feature of relationships: The ability of the organisations to cope with these demands;

- Written information in Matrix and Hierarchic Structures;
- The use of meetings as a medium of communication and a system of management.

M5 - Part 6: Organisational Structure and Flexibility: An Empirical Exploration

- Two Elements of Organisational Flexibility:
 - Individual Autonomy;
 - Structurally Derived - Facilitating Response To Environment;
- Factors That Determine Which Organisational Activities Are Established As Organisational 'Customs' or 'Practices';
- Norms and Behavioural Expectations;
- The Degree To Which Norms Specify How Organisational Activities Are To Be Conducted;
- The Relationship Between The Type of Organisational Structure In Which Workers Operate, on The One Hand, and the Degrees of Autonomy Which They Have Over Organisational Activities, on The Other;
- The Implication of Structurally Derived Autonomy For The Strategic Flexibility Of Organisations;
- Is Organisation-Wide Flexibility - The Ability Of Corporate Managers To Deal, Swiftly, With Pertinent Issues - Is Structurally Related?;
- Is Managerial Discretion - Freedom To Exercise Discretion In Decision-Making, While Maintaining Workers' Support - Is Structurally Enshrined?;
- Structural Facilitation of Institutionalisation of Ideologies;
- Ideological Growth and Flexibility Constraints;
- Structural Imposition of Expectation for Consultation, when swift and decisive action is required;
- Organisational Structure and Leadership Style: Maintenance of Desirable Superior-Subordinate Relationship;
- The Concept of 'Flexion'?
- Staff deployment as an Issue for Structural Flexibility;
- Structural Implications for Demand for Participation in Decision-making;
- Structure-Cultural Infusion;

- Matrix and Hierarchical Structures: Flexibility or Flexion.

Module 6

Motivating Workers: Intrinsic and Extrinsic Rewards

M6 - Part 1: Conceptual and Contextual Motivation Issues

- Directing or Leading: Setting The Stage;
- The Conceptual Bases of Motivation;
- Theoretical Bases of Motivation: An Overview;
- Distinguishing Between Knowledge and Skills;
- Competence and Performance: A Conceptual Exploration;
- Is there a Definitive Relationship between Competence and Motivation?

M6 - Part 2: Motivation Theories and Their Protagonists (1)

- Content Theories and Some of Their Contributors;
- Maslow's Hierarchy of Needs;
- Analysis of Maslow's Claims;
- McClelland's Studies;
- Taylor: Money and Motivation;
- Motivator-Hygiene Factor: Herzberg's Contribution.

M6 - Part 3: Motivation Theories and Their Protagonists (2)

- Process Theories;
- Equity Theory;
- Goal-Setting Theory;
- Expectancy Theory;
- Equitable Reward Systems;
- Reinforcement Theories.

M6 - Part 4: Universalist and Contingency Approaches to Motivation

- Motivation and Contingency Theory;
- The Contingency Approach to Motivation;
- The Collectivist vs. the Individualist Perspective of Motivation;
- Common Trends in Motivation Theories;
- Intrinsic and Extrinsic Values of Motivation;
- Motivation and Worker Behaviour.

M6 - Part 5: Contextualising Motivation: Intrinsic and Extrinsic Values

- The Extent to Which Salary or Wages Inducement Motivate Workers;
- Performance Related Pay (PRP);
- Productivity Bonuses;
- Efficiency Gains;
- Profit Share;
- Social Differentiation in Motivation;
- Culture Differentiation in Motivation;
- Wealth as a Factor in Motivation;
- Class as an Issue in Motivation;
- Individual Expectation and Motivation;
- Individual Preferences as a Motivating Factor;
- Designing an Effective Motivation Strategy.

Module 7

International Trade Promotion and Marketing

Course Contents, Concepts and Issues

Part 1: Defining Marketing and the Marketing Process

- Marketing: Creating and Capturing Customer Value;
- Company and Marketing Strategy: Partnering to Build Customer Relationships;
- Marketing Strategy in recessionary Periods;
- 'Current Value' modification and pertinent microeconomic issues;
- Definition of Marketing.

Part 2: The Different Approaches to Marketing (1)

- Production Orientation;
- Sales Orientation;
- The Marketing Concept;
- Marketing Management:
 - The 4Ps: The Marketing Mix:
 - Relationship Management.
- Internal Organisational Analysis: Strengths and Weaknesses;
- External Organisational Analysis: Opportunities and Threats;
- Key Success Factors;
- Product Life Cycle:
- Distribution and Service Delivery;

Part 3: The Different Approaches to Marketing (2)

- Trade and the Global Economy;
- The Role of International Trade in Economic Development, Sustainability and Growth;
- Openness and Productivity;
- The World Trade Agreement (WTA) 1994;
- The Role of National Exhibitions in Promoting Export Trade;
- Organising and Managing National Exhibitions;
- The Role of International Exhibitions in Promoting Export Trade;
- International Trades Associations and Their Likely Contribution to National Export Initiatives;
- Some International Trades Associations and Their Function;
- Bilateral Trade Agreements: Their Merits and Demerits;
- The Winning Factors In Bilateral Trade Agreements.

Part 4: Understanding the Marketplace and Consumers (1)

- Analysing the Marketing Environment;
- Managing Marketing Information to Gain Customer Insights;
- Understanding Consumer and Business Buyer Behaviour;
- Predicting behavioural outcomes;
- Companywide Strategic Planning: Defining Marketing's Role;
- Designing the Business Portfolio;
- Planning Marketing: Partnering to Build Customer;
- Relationships;
- Marketing Strategy and the Marketing Mix;
- Managing the Marketing Effort;
- Measuring and Managing Return on Marketing Investment.

Part 5: Understanding the Marketplace and Consumers (2)

- The Company's Microenvironment;
- The Company's Macro-environment;
- Demographic Environment;
- Economic Environment;
- Natural Environment;
- Technological Environment;
- Political and Social Environment;
- Cultural Environment;
- Responding to the Marketing Environment.

Part 6: Designing a Customer-Driven Marketing Strategy and Marketing Mix

- Customer-Driven Marketing Strategy: Creating Value for Target Customers;
- Products, Services, and Brands: Building Customer Value;
- New-Product Development and Life-Cycle Strategies;
- Pricing: Understanding and Capturing Customer Value;
- Marketing Channels: Delivering Customer Value;
- Retailing and Wholesaling;
- Communicating Customer Value: Advertising and Public Relations;
- Communicating Customer Value: Personal Selling and Sales Promotion;
- Direct and Online Marketing: Building Direct Customer Relationships.

Part 7: Extending Marketing

- The Global Marketplace;
- Marketing Ethics and Social Responsibility;
- The importance of Diversity Management in global marketing;
- Revolutionising marketing strategy with the incorporation of an effective Diversity Policy.

Part 8: Managing Marketing Information to Gain Customer Insights

- Marketing Information and Customer Insights;
- Assessing Marketing Information Needs;
- Developing Marketing Information;
- Marketing Research;
- Analyzing and Using Marketing Information;
- Other Marketing Information Considerations.

Part 9: Understanding Consumer and Business Buyer Behaviour

- Consumer Markets and Consumer Buyer Behavior;
- Model of Consumer Behavior;
- Characteristics Affecting Consumer Behavior;
- The Buyer Decision Process;
- The Buyer Decision Process for New Products;
- Business Markets and Business Buyer Behavior;
- Business Markets;
- Business Buyer Behavior;
- The Business Buying Process;
- E-Procurement.

Part 10: Customer-Driven Marketing Strategy: Creating Value for Target Customers

- Customer-Driven Marketing Strategy;
- Market Segmentation;
- Market Targeting;
- Differentiation and Positioning.

Part 11: Products, Services and Brands: Building Customer Value

- What is a Product?;
- Product and Service Decisions;
- Services Marketing;
- Branding Strategy: Building Strong Brands.

Part 12: Direct and Online Marketing: Building Direct Customer Relationships

- Growth and Benefits of Direct Marketing;
- Customer Databases and Direct Marketing;
- Forms of Direct Marketing;
- Online Marketing;
- Setting up an Online Marketing Presence;
- The Promise and Challenges of Online Marketing;
- Public Policy Issues in Direct Marketing.

Module 8 Delegating for Role and Organisational Effectiveness

M8 - Part 1: Factors Necessitating Delegation

- A Working Definition of Delegation;
- The Concept of 'Leasing';
- Why Delegate?;
- How Managers Benefit from Delegating;
- How Subordinates Benefits from Being the Recipient of a Delegated Task;
- Managerial Concerns about Delegating;
- Delegating Authority for Effective Task Performance;
- Delegating Responsibility with Delegated Task;

- Factors Influencing Effective Delegation;
- Delegation in a Time Management Context.

M8 - Part 2: Contextualising Delegation

- Delegation as Internal Promotion;
- Informal Management Succession Charts;
- Formal Management Succession Charts;
- Internal Selection Mechanism;
- Delegation and External Candidature;
- Authority: Facet #1.

M8 - Part 3: Planning to Delegate

- What to Delegate;
- When to Delegate;
- When not to Delegate;
- Setting Parameters in Task Delegation;
- Skills Identification Required for the Delegated Task Performance.

M8 - Part 4: Managerial Support to Delegate vs. Managerial Control

- Authority: Facet #2;
- Delegatee Autonomy VS Managerial Control;
- Releasing Control, without Relinquishing Responsibility;
- The Emergent New Dimension of 'Supervision';
- Scheduled 'Supervision';
- Unscheduled 'Supervision';
- Delegation Resourcing Requirements;
- Conflict Resolution Mechanism.

M8 - Part 5: Monitoring Delegatee's Performance

- Establishing performance Standards;
- Monitoring Progress and Providing General Feedback about the Delegated Assignment;
- Addressing Target Progress;
- Addressing Predetermined Problems in Delegated Task;
- Evaluating Delegatee's Role Performance.

M8 - Part 6: Delegatee Development: Maintaining and Improving Authority and Performance

- Maintaining Authority Facet #1;
- Determining Delegatee's Training Needs:
 - Specified Performance Measurement;
 - Self Appraisal;
 - Positive Application of 360 Degree Feedback.
- Deciding on Training Programme;
- Re-entry and Transfer;
- Measuring Training Effectiveness.

Module 9 Advanced Financial Accounting for Non-Accountants

M9 - Part 1: A Strategic View of the Business Environment (1)

The Accounting Environment

- The Uses and Purpose of Accounting;
- Users of Accounting and Financial Information;
- Various Groups of Stakeholders: Internal and External Users;
- Accounting Language and Terminology;
- Cash versus Profit, Accruals and Monetary Concepts;
- Profit and Profitability;
- Accounting Reports and Statements.

M9 - Part 2: A Strategic View of the Business Environment (2)

Statement 1: The Balance Sheet – The Financial Position

- The Structure of the Balance Sheet;
- What Does the Balance Sheet Tell Us About the Company?
- Limitations of the Conventional Balance Sheet.

Statement 2: The Profit and Loss Account (Income Statement) – Financial Performance

- What Is Profit?;
- The Structure of the Profit and Loss Account;
- What Does the Profit and Loss Account Tell Us About the Company?
- The Links between the Profit and Loss Account and Balance Sheet.

M9 - Part 3: The Financial Statements and Financial Analysis

Statement 3: The Cash Flow Statement – Financial Flow

- Cash vs. Profit;
- What Is Included in The Cash Flow Statement?
- Why Is Cash Flow So Important?
- The Structure of the Cash Flow Statement;
- The Links between Three Accounting Statements: The Cash Flow Statement, Profit and Loss;
- Account and Balance Sheet.

The Annual Report and Financial Analysis

- The Key Elements of Published Reports and Accounts;
- Ratio Analysis: Profitability; Efficiency and Performance; Liquidity; Investment; Cash Flow; the DuPont System;
- Cash vs. Profit as a Measure of Performance, EBITDA;
- Predicting Business Failure – The Altman Z-Score;
- Sources of Financial Information;

- The Use of Non-Financial Information Together With Financial Information.

M9 - Part 4: Budgeting and Short-term Planning

Break-Even Analysis: Cost/Volume/Profit Analysis

- Cost/Volume/Profit (CVP) Relationships;
- Break-Even Analysis;
- Single And Mixed Products;
- The Impact of Cost Structure Changes;
- Limitations of CVP Analysis.

Budgeting

- Purposes of Budgeting;
- The Budget Process, Including Activity Based Budgeting;
- Uncertainty and Risk – Worst and Best Outcomes;
- Motivation and the Behavioural Aspects of Budgeting;
- Problems in Budgeting.

M9 - Part 5: Budgetary Control, and Long-Term Planning DCF and Capital Investment Appraisal

Capital Investment Decisions

- What Is an Investment?
- Investment Appraisal Criteria and Investment Decisions;
- Time Value of Money;
- Free Cash Flows;
- Capital Rationing and Control of Capital Investment Projects;
- Risk and Uncertainty and Decision-Making – Sensitivity Analysis.

Budgetary Control

- Organisational and Accounting Control Systems;
- Standard Costing;

- Flexed Budgets and Variance Analysis;
- Types of Variances and the Reasons They Occur;
- Planning and Operational Variances.

M9 - Part 6: Financing the Business and Strategic Accounting

Internal and External Sources of Finance

- Financing the Business:
 - Sources of Finance;
 - Gearing;
 - Weighted Average Cost of Capital (WACC);
 - Cost of Debt and Equity Capital;
 - Risk Analysis and CAPM.
- Strategic Accounting:
 - Outline of Strategic Management Accounting;
 - Competitor Information and Strategic Positioning;
 - Competitive Advantage;
 - Strategic Accounting Systems, and the Balanced Scorecard.
- New Role for Managers and Accountants.

Module 10 Planning, Costing and Budgeting for Executive Decision Making

M10 - Part 1: Organisational Control: Role and Issues

- Organisational Control;
- Organisational Control Systems;
- Operational Control;
- Loading;
- Sequencing;
- Detailed Scheduling;
- Other control mechanism include:

- Inventory control;
- Cost control.
- Quality control Relationship Between Strategic Management And Resource Management;
- Conflict Between Corporate And Operational Management In Relation To Resource Utilisation;
- The Functions of Management;
- Planning As A Function Of Management;
- Strategic Plans;
- Tactical Plans;
- Operational Plans;
- Standing Plans;
- Managing Organisational Resources.

M10 - Part 2: Budget and Budgeting

- Classification of Budgets:
 - Sales Budget;
 - Production Budget;
 - Purchase Budget;
 - Personnel Budget;
 - Capital Expenditure Budget;
 - Cash Budget;
 - Master Budget;
 - Fixed Budget;
 - Flexible Budget.
- Method in Assessing Budgets:
 - The Cash Budget;
 - The Budgeted Balance Sheet;
 - The Budgeted Statement of Cash Flows.
- The Budgeting Process;
- Typical Budgeting Traps:

- Doing it Backwards;
 - Costing in the Dark;
 - Taking it from the Top;
 - Hitting Thresholds at any Cost;
 - Treating it as Written in stone;
 - Clinging to Spreadsheets;
 - Putting a Round Peg in a Square Hole;
 - Using it as a Business Plan;
 - Downplaying Variances;
 - Automatically going into a roll.
- Budget and Strategy;
 - Budget and Forecasting;
 - Principles and Procedures for Successful Budgeting.

M10 - Part 3: Budget Construction and Control

- Budgeting as Part of Planning Process and as A Communication Process;
- Budget and Budgetary Control;
- Budgetary Control and Variance Analysis;
- Budgeting As a Control Mechanism;
- Budgeting and the Controlling of Organisational Resources;
- Traditional methods of resource allocation;
- Modern Approaches To Resource Allocation - Based on Assessment of the Potential of Subsystem to Succeed, In relation to prevailing environmental situation;
- Responsibility centres in the form of:
 - Revenue centres;
 - Expense or cost centres;
 - Profit Centres;
 - Investment centres.

M10 - Part 4: Different Approaches to Budgeting

- Cost Behaviour:
 - Variable Costs;
 - Fixed Costs.
- Costing and Cost-Benefit Analysis;
- Activity-Based Costing;
- Components of Master Budget:
 - Operating Budget;
 - Financial Budget.
- Policy Planning and Budgeting Systems (PPBS);
 - Zero Base Budgeting;
- Activity-Based Budgeting:
 - Financial Benefits;
 - Organisational Benefits.
- Master Budget:
 - Paradigm-Based Budgeting;
 - Process-Based Budgeting;
 - Priority-Based Budgeting;
 - Performance-Based Budgeting.
- Activity-Based Budgeting Vs. Activity Based Costing;
- Activity-Based Budgeting Related to Operational Planning;
- Activity-Based Budgeting Related to Portfolio Management;
- Traditional Based Budgeting Vs. Zero Based Budgeting;
- Budget by Deliverables;
- Budget preparation:
 - Sales budget;
 - Production budget;
 - Raw materials and purchasing budget;
 - Labour budget;
 - Cash budget.

M10 - Part 5: Throughput Accounting

- Throughput Accounting:
 - Throughput Accounting: An Introduction;
 - Rate of Return;
 - Cash or Potential Cash Returns;
 - Average Returns when Capital is at Risk;
 - Determining whether a Programme or event Increases Throughput;
 - Effect of Reducing Investment (Inventory) (money that cannot be used) in Business and Non-Business Organisations
 - Reducing Operating Expense.
- Efficiency Gains:
 - Defining Efficiency Gains;
 - Measuring Efficiency Gains;
 - Improving Efficiency Gains.
- Substituting the concept of 'Efficiency Gains', in Throughput Accounting, for the Concept of Net Profit in Training Departments, as in:
 - Net profit (NP) = Throughput - Operating Expense = T-OE
 - Return on investment (ROI) = Net profit / Investment

Module 11 Financial Risk Management

M11 - Part 1: Risk: A Working Hypothesis

- Defining Risk – Generally;
- Financial Risk: A Plausible Definition;
- Financial Risk in an Organisational Setting;
- Financial Risk and 'Market Dynamics';
- Liquidity Risk;
- Operating Risk;
- Fraud Risk;

- Settlement Risk;
- Corporate Strategy and Risk Management;
- The Currency Derivatives Market.

M11 - Part 2: Financial Risk and Unpredictability: Uncontrollable Environmental Issues

- Asset Behaviour and Pricing Implications;
- Credit and Counterparty Risk;
- The Legal and Political Risk Environments;
- Risk as an Economic Factor;
- Technological Risk Factor;
- Risk associated with Socio-Cultural Change.

M11 - Part 3: Financial Risk Settings: A Meta-Analytical Exploration

- Risk in Financial Institutions;
- Banking Risk;
- Risk and the Currency Market;
- Risk and the Equity Market;
- Futures Market Risk.

M11 - Part 4: Financial Exposure as Risk

- Economic Exposure;
- Transaction Exposure;
- Translation Exposure;
- Calculating Risk in Financial Exposure.

M11 - Part 5: Risk Management: A Conceptual and Statistical Meta-Analysis (1)

- Conducting A Risk Assessment;
- Managing Risk with Forward Contracts;
- Financial methods of measuring Risk;

- Quantifying Financial Risks;
- Some Qualitative Approaches To Financial Risk Assessment;
- Managing The Interest Rate Derivatives Market;
- Managing Equity Risk;
- Identifying and measuring Currency Risk;
- Managing Financial Exposure Risk;

M11 - Part 6: Risk Management: A Conceptual and Statistical Meta-Analysis (2)

- Managing Currency Risk;
- Sensitivity Analysis as Risk Management;
- Managing Risk with SWAPS;
- Statistical Analysis as a Risk Management Instrument;
- Interpreting Statistical Data;
- Mean and Statistical Mean;
- Probability and Normal Distribution;
- Calculating statistics from actual data;
- Understanding Statistical Significance;
- Making Sense of Chi-squared Distribution;
- Using PESTEL as a Tool towards Risk Management.

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.

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

Postgraduate Diploma Programme Number 086 – Business Administration Programme, Leading to Postgraduate Diploma in Business Administration 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

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.



Postgraduate Diploma Programme Number 086 – Business Administration Programme, Leading to Postgraduate Diploma in Business Administration
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;**

- 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 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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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