

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#060

Business and Organisational Analysis

Postgraduate Short Course

Leading To:

DIPLOMA - POSTGRADUATE IN

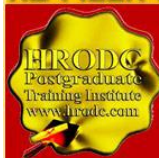
**Business and Organisational Analysis = 36
Credit-Hours**

Accumulating to A

**Postgraduate Certificate, With 144 Additional Credit-
Hours, or A**

**Postgraduate Diploma, With 324 Additional
Credit-Hours**

HRODC Postgraduate Training Institute
HQ : 122A Bhylls Lane, Castlecroft, Wolverhampton, West Midlands WV3 8DZ, UK



Prof. Dr. Ronald B. Crawford - Director

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



HRODC POSTGRADUATE TRAINING INSTITUTE
A Postgraduate – Only Institution

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

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West Midlands, UK

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

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

Course Coordinator:

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

- Doctor of Philosophy {(PhD) {University College London (UCL) - University of London}};
- MEd Management (University of Bath);
- Postgraduate (Advanced) Diploma Science Teacher Ed. (University of Bristol);
- Postgraduate Certificate in Information Systems (University of West London, formerly Thames Valley University);
- Diploma in Doctoral Research Supervision, (University of Wolverhampton);



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

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

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


His responsibilities in these roles included:

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

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For Whom This Course is Designed

This Course is Designed For:

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

| Classroom-Based Duration and Cost: | |
|--|----------------------------------|
| Classroom-Based Duration: | 6 Days |
| Classroom-Based Cost: | £6,000.00 Per Delegate |
| | |
| Online (Video-Enhanced) Duration and Cost | |
| Online Duration: | 12 Days – 3 Hours Per Day |
| Online Cost: | £4,020.00 Per Delegate |

Classroom-Based Course and Programme Cost includes:

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

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

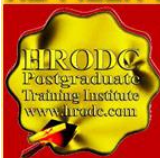
- **Our Branded Leather Conference Folder;**
- **Our Branded Leather Conference Ring Binder/ Writing Pad;**
- **Our Branded Key Ring/ Chain;**
- **Our Branded Leather Conference (Computer – Phone) Bag – Black or Brown;**
- **Our Branded 8-16 GB USB Flash Memory Drive, with Course Material;**
- **Our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

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

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.**

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Business and Organisational Analysis Course

Leading to Diploma – Postgraduate – in Business and Organisational Analysis and 36 Credit-Hours, Accumulating to a Postgraduate Certificate, with 144 Additional Credit-Hours, or a Postgraduate Diploma, with 324 Additional Credit-Hours

Course Objectives

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

- Define, describe and analyse the nature of an organisation;
- Distinguish between formal and informal organisations;
- Identify some organisational tasks and determine how tasks are grouped;
- Enumerate examples of business and non-business organisations;
- Define objectives, generally;
- Differentiate social objectives from business objectives;
- Peruse business objectives through business objectives;
- Explain how social objectives lead to profitability gain;
- Explore the bases for 'division of labour/work' in organisations and their relation to organisational effectiveness;
- Ascertain the importance of delegating tasks;
- Demonstrate an understanding of the issue of 'responsibility' and how it translates in superior-subordinate relationships in organizations
- Provide a working definition of accountability
- Expound the facet of authority, providing practical examples
- Demonstrate an understanding of the concept of power and how it might be applied for the benefit of the organisation;
- Ascertain the concept of delegation;
- Analyse the concept of leasing in relation to delegating;
- Know the importance of delegation in increasing productivity and workflow;

- Explain how managers and subordinates benefit from delegating;
- Identify the concerns of managers in delegating;
- Learn how to delegate authority for effective task performance;
- Learn how to delegate responsibility with delegated tasks;
- Enumerate the factors influencing effective delegation;
- Analyse how delegation contributes towards effective time management;
- Explain the concept of delegation as internal promotion;
- Distinguish between informal management and formal management succession charts;
- Understand the concept of internal selection mechanism;
- Establish the relationship between delegation and external candidature;
- Explain facets #1 and 2 of authority;
- Define role;
- Identify the set of complimentary relationship in every role;
- Demonstrate a heightened understanding of role relationships;
- Determine some exemplifying roles;
- Know the role actor or incumbent;
- Analyse the perception in each role;
- Establish the link between role and the external environment;
- Establish the link between role and the internal environment;
- Define role set;
- Identify role segments;
- 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;
- Determine the place of an incumbent's perceived role expectations on his or her role enactment;
- Explain the concept of segmental expectations;
- Describe role as the behavioural expectations of a role set;
- Determine the boundary relationship of a role set;
- Identify the role expectations of social support;
- Describe the democratic incumbent, autocratic incumbent, the generous incumbent, the dedicated incumbent, the social self and the role of each;

- Describe self-ideal as a behavioural construct;
- Establish the relationship between self-ideal and a performance enhancer;
- Distinguish among internal, upward and downward organisational accountability;
- Manage the risk of internal 'sabotage';
- Deal with external organisational accountability;
- Know the organisation's accountability to owners or sponsors, clients, users, or customers, creditors, and sector or industry;
- Understand organisational structure as roles and relationships;
- Know the importance of lines of authority and accountability in organisations towards effective organisation communication;
- Conceptualise classical organisational theory and design, neo-classical, humanistic and contingency organisational design approaches;
- Differentiate operational centralisation and decentralisation;
- Describe the bureaucratic organisations, adhocratic organisations, mechanistic organisations, organismic organisations;
- Describe and enumerate some single and dual status organisations;
- Know the degree of specificity of role in mechanistic organisations and organismic organisations;
- Differentiate managerial control and worker autonomy and professionalism in mechanistic organisations;
- Differentiate managerial control and worker autonomy and professionalism in organismic organisations;
- List some structural typologies and describe each;
- Illustrate a simple, functional and divisional organisational structure;
- Give the bases of divisional organisational structure;
- Illustrate a matrix organisational structure;
- List down some matrix organisational types;
- Explain the concept of organisational culture;
- Explain the different classification of culture;
- Establish the relationship between power, culture and organisational structure;
- Cite the link between culture and managerial action; and
- Suggest ways to improve organisational culture.

Course Contents, Concepts and Issues

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.

Part 2: Delegation as an Operational Imperative

- 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.

Part 3: Contextualising Delegation

- Delegation as Internal Promotion;
- Informal Management Succession Charts;
- Formal Management Succession Charts;
- Internal Selection Mechanism;
- Delegation and External Candidature;
- Authority: Facets #1 and 2 Contextualised.

Part 4: Role in an Organisational Context

- 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;
- 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.

Part 5: 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.

Part 6: Organisational Design Metaphors and Relationships

- 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;
- 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.

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.

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).

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Delegates studying courses of 5-7 days' duration, equivalent to 30-42 Credit-Hours (Direct Lecturer Contact), will, on successful assessment, receive the Diploma – Postgraduate Award. This represents a single credit at Postgraduate Level. While 6-day and 7-day courses also lead to a Diploma – Postgraduate, they accumulate 36 and 42 Credit Hours, respectively.

Postgraduate Certificate, Postgraduate Diploma, and Diploma – Postgraduate Assessment Requirement

Because of the intensive nature of our courses and programmes, assessment will largely be in-course, adopting differing formats. These assessment formats include, but not limited to, in-class tests, assignments, end of course examinations. Based on these assessments, successful candidates will receive the Diploma – Postgraduate, Postgraduate Certificate, or Postgraduate Diploma, as appropriate.

In the case of Diploma – Postgraduate, a minimum of 70% overall pass is expected. In order to receive the Awards of Postgraduate Certificate and Postgraduate Diploma, candidates must have accumulated at least the required minimum 'Credit-Hours', with a pass (of 70% and above) in at least 70% of the courses taken.

Delegates and students who fail to achieve the requirement for Postgraduate Certificate, Postgraduate Diploma, or Diploma - Postgraduate - will be given support for 2 re-submissions for each course. Those delegates who fail to achieve the assessment requirement for the Postgraduate Diploma or Diploma - Postgraduate - on 2 resubmissions, or those who elect not to receive them, will be awarded the Certificate of Attendance and Participation.

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

Applicants for Diploma – Postgraduate – Postgraduate Certificate, and Postgraduate Diploma are required to submit the following documents:

- Completed Postgraduate Application Form, including a passport sized picture affixed to the form;
- A copy of Issue and Photo (bio data) page of the applicant's current valid passport or copy of his or her Photo-embedded National Identity Card;
- Copies of credentials mentioned in the application form.

Admission and Enrolment Procedure

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

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

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

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

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

Introducing Our Video-Enhanced Online Study Mode

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

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

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

- The tutor meets the group and presents the course, via Video, in a similar way to its classroom-based counterpart;
- All participants are able to see, and interact with, each other, and with the tutor;
- They watch and discuss the various video cases and demonstrations that form an integral part of our delivery methodology;
- Their assessment is structured in the same way as it is done in a classroom setting;
- The Video-Enhanced Online mode of training usually starts on the 1st of each month, with the cut-off date being the 20th of each month, for inclusion the following month;
- Its duration is twice as long as its classroom-based counterpart. For example, a 5-day (30 Credit Hours) classroom-based course will last 10 days, in Video-Enhanced Online mode. This calculation is based on 3 hours tuition per day, adhering to the Institute's required 30 Credit-Hours;
- The cost of the Video-Enhanced Online mode is 67% of similar classroom-based courses;
- For example, a 5-day classroom-based course, which costs Five Thousand Pounds, is only Three Thousand Three Hundred and Fifty Pounds (£3,350.00) in Video-Enhanced Online Mode.


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

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

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Cumulative Postgraduate Certificate and Postgraduate Diploma Courses

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


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

For those delegates choosing the accumulative route, it is advisable that at least one or two credits be attempted each year. This will ensure that the required 180 Credit-Hours and 360 Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, respectively, are achieved, within the designated period. These Credit-Values, awards and their accumulation are exemplified below.

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

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

Exemplification of Accumulated Postgraduate Certificate and Postgraduate Diploma Award Titles


All Specialist Postgraduate Certificate and Postgraduate Diploma Programmes have their predetermined Award Titles. Where delegates do not follow a Specialism, for accumulation to a Postgraduate Diploma, they will normally be Awarded a General Award, without any Specialist Award Title. However, a Specialist Award will be given, where a delegate studies at least seventy percent (70%) of his or her courses in a specialist grouping. These are exemplified below:

- 1. Postgraduate Diploma in Accounting and Finance;**
- 2. Postgraduate Certificate in Accounting and Finance;**
- 3. Postgraduate Certificate in Aviation Management;**
- 4. Postgraduate Diploma in Aviation Management;**
- 5. Postgraduate Certificate in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
- 6. Postgraduate Diploma in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
- 7. Postgraduate Certificate in Business Communication;**

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8. **Postgraduate Diploma in Business Communication;**
9. **Postgraduate Certificate in Corporate Governance;**
10. **Postgraduate Diploma in Corporate Governance;**
11. **Postgraduate Certificate in Costing and Budgeting;**
12. **Postgraduate Diploma in Costing and Budgeting;**
13. **Postgraduate Certificate in Client or Customer Relations;**
14. **Postgraduate Diploma in Client or Customer Relations;**
15. **Postgraduate Certificate in Engineering and Technical Skills;**
16. **Postgraduate Diploma in Engineering and Technical Skills;**
17. **Postgraduate Certificate in Events Management;**
18. **Postgraduate Diploma in Events Management;**
19. **Postgraduate Certificate in Health and Safety Management;**
20. **Postgraduate Diploma in Health and Safety Management;**
21. **Postgraduate Certificate in Health Care Management;**
22. **Postgraduate Diploma in Health Care Management;**
23. **Postgraduate Certificate in Human Resource Development;**
24. **Postgraduate Diploma in Human Resource Development;**
25. **Postgraduate Certificate in Human Resource Management;**
26. **Postgraduate Diploma in Human Resource Management;**
27. **Postgraduate Certificate in Information and Communications Technology (ICT);**
28. **Postgraduate Diploma in Information and Communications Technology (ICT);**
29. **Postgraduate Certificate in Leadership Skills;**
30. **Postgraduate Diploma in Leadership Skills;**
31. **Postgraduate Certificate in Law – International and National;**
32. **Postgraduate Diploma in Law – International and National;**
33. **Postgraduate Certificate in Logistics and Supply Chain Management;**
34. **Postgraduate Diploma in Logistics and Supply Chain Management;**
35. **Postgraduate Certificate in Management Skills;**

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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.




36. **Postgraduate Diploma in Management Skills;**
37. **Postgraduate Certificate in Maritime Studies;**
38. **Postgraduate Diploma in Maritime Studies;**
39. **Postgraduate Certificate in Oil and Gas Operation;**
40. **Postgraduate Diploma in Oil and Gas Operation;**
41. **Postgraduate Certificate in Oil and Gas Accounting;**
42. **Postgraduate Diploma in Oil and Gas Accounting;**
43. **Postgraduate Certificate in Politics and Economic Development;**
44. **Postgraduate Diploma in Politics and Economic Development;**
45. **Postgraduate Certificate in Procurement Management;**
46. **Postgraduate Diploma in Procurement Management;**
47. **Postgraduate Certificate in Project Management;**
48. **Postgraduate Diploma in Project Management;**
49. **Postgraduate Certificate in Public Administration;**
50. **Postgraduate Diploma in Public Administration;**
51. **Postgraduate Certificate in Quality Management;**
52. **Postgraduate Diploma in Quality Management;**
53. **Postgraduate Certificate in Real Estate Management;**
54. **Postgraduate Diploma in Real Estate Management;**
55. **Postgraduate Certificate in Research Methods;**
56. **Postgraduate Diploma in Research Methods;**
57. **Postgraduate Certificate in Risk Management;**
58. **Postgraduate Diploma in Risk Management;**
59. **Postgraduate Certificate in Sales and Marketing;**
60. **Postgraduate Diploma in Sales and Marketing;**
61. **Postgraduate Certificate in Travel, Tourism and International Relations;**
62. **Postgraduate Diploma in Travel, Tourism and International Relations.**

The actual courses studied will be detailed in a student or delegate's Transcript.

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