

# HIRODC Postgraduate Training Institute



**A Postgraduate - Only Institution**



**#043**

**Communication, Information Gathering,  
Analysis and Report Writing**

**Programme**

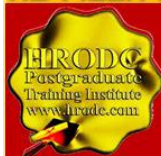
**Leading To:**

**POSTGRADUATE DIPLOMA IN**

**Communication and  
Information Management**

- Page 1 of 48

**HIRODC 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.hrodclondon>

[postgraduateshortcourses.com/](https://www.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/>.**

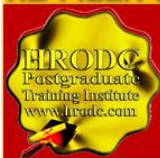
#### **Programme Coordinator:**

**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;
- Fellow of the Institute of Management Specialists;

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

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

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

**His responsibilities in these roles included:**

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

## For Whom This Course is Designed

### This Programme is Designed For:

- Business Owners;
- CEO's;
- College Lecturers;
- Communication Specialists;
- Corporate Secretaries;
- Data Analysts;
- Doctoral Researchers;
- Informatics Specialists;
- Members of Board of Directors;
- Postgraduate Researchers;
- Principal Academic and Administrative Support;
- Project Leaders;
- Reception Administrators;
- Research Supervisors;
- Senior Executives;
- Senior Managers;
- Senior Public Administration Officials;
- Senior Researchers;
- Senior Team Leaders;
- Senior Team Supervisors;
- Training and Employee Communication Professionals;
- University Lecturers;
- Other Professionals at all levels, who are desirous of enhancing their Communication and Information Skills.

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

### **Classroom-Based Programme Cost includes:**

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

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

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

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

**Delivery Locations:**


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

<b>Communication, Information Gathering, Analysis and Report Writing Leading to Postgraduate Diploma in Communication and Information Management</b>				
<b>Module Number</b>	<b>Pre-existing Course #</b>	<b>Module Title</b>	<b>Page #</b>	<b>Credit Value</b>
1	43.A	The Use of English Language: An Introduction to English Grammar	13	Single
2	140	Advanced Business Communication	15	Double
3	43.B	Information Gathering, Processing and Presentation	20	Single
4	43.C	Multimedia (Oral Visual) Presentation and Meeting's Minute-Taking	23	Single
5	170	Business Research Writing	25	Double
6	171	Business Report Writing	29	Triple
7	148	Culture and Cross-Cultural Communication	34	Single
8	053	Effective Time Management	38	Single

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**Communication, Information Gathering, Analysis and Report Writing  
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and Information Management**

**Programme Objectives**

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


- Demonstrate their ability to spell unusual words;
- Demonstrate their Mastery of the English 'Peculiarities';
- Identify words with silent consonants, reflecting this factor in their spelling;
- Demonstrate their ability to identify words with silent consonants, reflecting this factor in their spelling;
- Demonstrate their ability to recall the different parts of speech, in the English Language;
- Demonstrate their knowledge of the function of the different parts of speech, generally;
- Demonstrate their knowledge of the function of the different parts of speech, understanding;
- Demonstrate their ability to differentiate between 'countables' and 'uncountables' and the appropriate ways of managing them in context;
- Distinguish between common and proper nouns;
- Use the different parts of speech in sentences, their demonstrating their ability to use them effectively in context;
- Exhibit their understanding of how the different types of pronouns are to be used in different contexts;
- Indicate how transitive and intransitive verbs are to be used in written and spoken contexts;
- Construct sentences and paragraphs using gerunds, as distinct from other aspects and contexts of 'Use of English;'
- Use comparatives and superlatives, effectively, demonstrating how to appropriately use them in written and spoken contexts;
- Analyse sentences, picking out main and subordinate clauses;

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Communication, Information Gathering, Analysis and Report Writing Programme, Leading to Postgraduate Diploma in Communication and Information Management

- Construct sentences, incorporating noun clauses;
- Demonstrate their ability to construct sentences incorporating noun clauses;
- Analyse sentences, demonstrating their knowledge of the difference between nouns, and adverbial and adjectival clauses; and
- Tell the function of clauses in sentences.
- Distinguish between data and information;
- Assess the value of secondary sources of information as a prelude to the presentation of primary information;
- Choose the most appropriate data elicitation techniques, in relation to the sampling frame, sampling unit, sample size & time span, among other factors;
- Advise others of the situations in which participant observation, conversation analysis, documentary analysis, focus groups, interviews & questionnaires, respectively, are appropriate;
- Design interview & questionnaire schedules that will elicit information appropriate to the objectives of the report;
- Design structured & unstructured questions, determining the conditions under which they should be used;
- Design questionnaires & interview schedules, with a mixture of open-ended & closed-ended items, avoiding forced-choice in the latter;
- Employ the most appropriate data analysis techniques, based on the type & volume of data available;
- Use SPSS (subject to licence) and, or, Excel software packages in analysing data;
- Use Microsoft Excel to make necessary calculations;
- Identifying 'trends' & 'patterns' in information, in an effort to arrive at the appropriate conclusions;
- Distinguish between summary and conclusions;
- Produce effective reports, adhering to conventional styles, presenting evidence from the data, & exploiting visual representations;
- Design an investigation, taking pertinent factors into account;
- Manage an investigation, from inception and design to reporting; and
- Demonstrate their ability to work collaboratively in:
  - Designing an investigation;
  - Eliciting data;



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- Analysing data;
  - Interpreting Data;
  - Presenting Information.
- 'Explicitly demonstrate' that they took the necessary steps in the preparation for their oral-visual presentation;
  - Prepare and deliver electronic presentations;
  - Demonstrate their understanding of the importance of the introduction – in oral-visual presentations;
  - Demonstrate effective verbal and non-verbal presentation skills, during the delivery of their oral-visual presentations;
  - Demonstrate their ability to select the information that is relevant to the particular issues being presented, omitting the irrelevant aspects;
  - Exhibit their ability to select the most appropriate PowerPoint template, in line with the type of presentation they intend to deliver;
  - Set their PowerPoint presentation slides to automatic run, timing it to coincide with their allocated time;
  - Programme their presentations to provide 'dim effect', thereby enhancing the readability and psychological effect of the information they present;
  - Demonstrate their understanding of the different levels of learning;
  - Indicate the level of learning that relates to each 'occupational activity;'
  - Determine the level of information processing that is associated with each level of learning;
  - Illustrate the importance of meetings in an organisational context;
  - Demonstrate the use of different minute-taking techniques;
  - Make decisions regarding the appropriateness of particular minute-taking techniques;
  - Make decisions regarding the appropriateness of particular minute reporting styles;
  - Determine when verbatim in minute reporting is important and appropriate; and
  - Demonstrate their ability to use mind-mapping technique to record minutes.
  - Determine how efficient time management increases work effectiveness and productivity;
  - Develop a personal approach in using your time in the most productive way;
  - Implement techniques for minimising disruptions;
  - Understand the underlying principles of "time" in an organisational wide context;


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- Appreciate the importance of time management;
- Know the difference between being “busy” and “productive;”
- Identify time wasters and adopt strategies for eliminating them;
- Make use of the different time management tools to increase their work effectiveness and productivity;
- Develop ways to maximise their personal effectiveness;
- Understand the difference between important and urgent activities/works;
- Learn how to diffuse the impact of others;
- Adopt appropriate strategies for dealing with interruptions;
- Learn how to handle interruptions constructively;
- Learn how assert themselves politely and calmly;
- Know how to refuse unreasonable requests in the proper manner;
- Specify and explain the four D’s in time management;
- Use effective delegation techniques at the workplace;
- Decide which items can be delegated;
- Adopt effective delegation techniques;
- Know how to properly delegate task;
- Relate the concept of Maslow’s Hierarchy of Needs with effective time management;
- Explain the pickle jar theory;
- Apply the Pareto Principle (80/20 rule) to time management issues;
- Explain the concept of Eisenhower method;
- Discuss POSEC Method in relation to time management;
- Recognise the variety of causes of procrastination and apply relevant techniques to overcome them;
- Identify time bandits and devise strategies for dealing with them;
- Understand the concept of multitasking;
- Suggest ways to manage multiple tasks;
- Meet tight deadlines with time to spare;
- Beat work related stress;
- Gain a balance between professional goals and personal time;
- Devise ways to avoiding time crunches;
- Formulate strategies in handling unexpected job emergencies;
- Enumerate the benefits of effective time management;

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- Specify the effects of poor time management;
- Ascertain their respective goals/objectives;
- Realise the importance of goals;
- Develop useful techniques for setting and achieving goals;
- Determine how goal setting can lead to proper time management;
- Set realistic goals through SMART method;
- Identify their professional goals and personal time;
- Name the different planning tools;
- Devise their personal planner;
- Develop your own individualised plan of action to maximise their use of time;
- Use practical techniques for organising work;
- Handle e-mails, task and calendar systematically;
- Manage information flow and retrieval process;
- Deal with information overload;
- Devise an organized and systematic schedule and handle it properly;
- Develop their personal "To-Do List;"
- Explain the concept of batching technique and its relationship to time management;
- Learn how to utilize their gap times;
- Manage projects in a systematic way;
- Adopt an effective follow-up system in the workplace;
- Develop and maintain a good time management habit;
- Plan to make the best use of the time available through the art of effective scheduling;
- Learn the step-by-step process in making effective schedule;
- Understand the underlying concept of the prioritisation grid;
- Prioritise 'urgent' and 'important' activities;
- Explain the time management matrix;
- Develop their personal ABC123 prioritised planning;
- Learn how to prioritise using decision matrices;
- Learn how to maintain their responsibility;
- Know how most managers apportioned their time;
- Enumerate the different time management tips for managers;
- Manage resources more efficiently;
- Conduct an efficient workload analysis;

## Communication, Information Gathering, Analysis and Report Writing Programme, Leading to Postgraduate Diploma in Communication and Information Management

- Learn how to manage their workloads more effectively;
- Ascertain how to work with disorganised colleagues;
- Specify and explain the four D's in time management;
- Use effective delegation techniques at the workplace;
- Decide which items can be delegated;
- Adopt effective delegation techniques;
- Know how to properly delegate task;
- Create an effective agenda that will keep the meeting on the track;
- Realise the importance of agenda;
- Specify the steps for running productive and effective meeting;
- Distinguish groupthink from teamthink;
- Reduce time spent in meetings yet contribute more effectively;
- Identify the different meeting menaces and learn how to deal with them;
- Ascertain the possible causes and effects of meeting mismanagement; and
- Solve problems through the trading game scenario.

### Programme Contents, Concepts and Issues

#### Module 1

#### The Use of English Language: An Introduction to English Grammar

- Spelling Unusual Words;
- Vowels and Consonants;
- The Silent Vowels;
- The Peculiarities;
- Speech Organisation;
- Nouns –
  - Common Nouns;
  - Proper Nouns.
- 'Noun in a position':
  - Countable;
  - Uncountable.
- Pronouns;

➤ Types of Pronouns:

- Relative Pronoun;
- Personal Pronoun;
- Indefinite Pronoun;
- Demonstrative Pronoun;
- Reflexive Pronoun;
- Interrogative Pronoun.

➤ Verbs:

- Transitive Verbs;
- Intransitive Verbs.

➤ Adjectives;

➤ Adverbs;

➤ Prepositions;

➤ Exclamations or Interjections;

➤ Conjunction;

➤ Gerunds;

➤ The Superlatives;

➤ Using Tense appropriately:

- Present Tense;
- Past Tense;
- Simple Present Tense;
- Present Perfect Tense;
- Pluperfect or Past Perfect Tense;
- Future tense.

➤ Fundamentals of Reported Speech;

➤ Subjects and Objects:

- Relating number of verb to number of subject or object.

➤ Clauses:

- Main clauses;
- Subsidiary clauses.

➤ Types of clauses:

- Defining clauses;

- Non-defining clauses;
- Noun clauses;
- Adjectival clauses;
- Adverbial clauses.

## Module 2 Advanced Business Communication

### M2 - Part 1: Written Communication: An Overview

#### Introduction

- Principles of Business Writing;
- 4 Stages of Writing;
- Using Mind Maps and Writing Plan;
- Business Correspondence;
- Common Mistakes in Business Letter Writing.

#### Presentation of Business Documents

- Parts of a Business Letter;
- Business Letter Formats;
- Styles in Business Correspondence;
- Open Punctuation;
- Memos;
- Fax Messages.

#### Structuring Your Communications - 4-Point Plan

- Introduction to Structuring your Communications 4 – Point Plan;
- Details;
- Response or Action;
- Closure.

## Language and Tone

- The Weakest Link in Your Business Writing;
- Ten Steps to Good Business Writing.

## E-mail

- The Explosive Growth of E-Mail;
- Seven Deadly Sins of Working with E-Mail;
- The Good, the Bad and the Ugly of E-Mail;
- The Weakest Link in Your E-Mails;
- How Can You Make E-Mail Work For You?;
- Customer Care and E-Mail;
- Creating Electronic Rapport;
- E-Mail @ Work;
- Netiquette.

## M2 - Part 2: Drafting Common Business Documents

### Inquiries and Replies

- Requests for Catalogues and Price Lists;
- General Enquiries and Replies;
- Requests for Goods on Approval;
- Visits by Travelers;
- Requests for Concessions.

### Quotations, Estimates and Tenders

- Terminology;
- Routine Quotations;
- Quotations Subject To Conditions of Acceptance;
- Tabulated Quotations;
- Estimates and Specifications;

- Tenders;
- Quotations Not Accepted or Amended;
- Follow-Up Letters.

### Orders and Their Fulfilment

- Placing Orders;
- Routine Orders;
- Acknowledging Orders;
- Declining Orders;
- Counter-Offers from Suppliers;
- Packing and Dispatch.

### Invoicing and Settlement of Account

- Invoices and Adjustments;
- Pro Forma Invoices;
- Debit and Credit Notes;
- Statements of Account;
- Varying the Terms of Payment;
- Methods of Payment.

### Letters Requesting Payment

- Tone;
- Late Payments;
- Collection Letters.

### Credit and Status Inquiries

- Reasons for Credit;
- Disadvantages of Credit;
- Requests for Credit;
- Business References;
- Status Enquiries;
- Replies to Status Enquiries.



## A Typical Business Transaction

- Request for Quotation;
- Supplier's Quotation;
- Request for Permission to Quote Company As A Reference;
- Permission Granted;
- Order;
- Supplier's Acknowledgement;
- Advice Note;
- Consignment Note;
- Delivery Note Invoice Debit and Credit Notes;
- Statement of Account;
- Payment;
- Receipt.

## M2 - Part 3: Dealing with other Important Business Documents

### Complaints and Adjustments

- Handling Complaints;
- Complaints Concerning Goods;
- Complaints Concerning Delivery;
- Cancelling Orders;
- Personal Complaints.

### Goodwill Messages

- General Goodwill Letters;
- Letters of Apology;
- Letters in Which Tone Is Particularly Important;
- Letters of Thanks;
- Letters of Congratulation;
- Letters of Condolence and Sympathy.

## Notices, Advertisements and Information Sheets

- Notices;
- Advertisements;
- Leaflets and Information Sheets;
- Design Skills.

## Circulars

- Circulars Announcing Changes in Business Organization;
- Circulars Announcing Changes in Business Partnerships;
- Letters Announcing Change of Representatives;
- Internal Circulars to Staff;
- Circulars with Reply Forms.

## Sales Letters and Voluntary Offers

- The Weakest Link in Your Sales Letters;
- Successful Sales Letters;
- Specimen Sales Letters;
- Voluntary Offers.

## Publicly Materials

- Press Releases;
- Newsletters;
- Writing Skills.

## Marketing Matters

- Identifying Your Audiences;
- Why Is Customer Care So Important?;
- Customer Care through Internet and E-Mail;
- Marketing through the Web .

## Business Plan

- Components of a Business Plan.

## Meetings Documentation

- Notice and Agenda;
- Minutes of Meetings;
- Types of Minutes.

## Personnel

- Letters of Application;
- Testimonials;
- Favourable References;
- Unfavourable References;
- Interview Letters;
- Offers of Appointment;
- Termination of Employment;
- Sundry Personnel Matters.

## Presenting Data and Statistics through Graph, Table, Chart and Diagram

### Module 3 Information Gathering, Processing and Presentation

- Sources of Information:
  - Secondary Sources of Information;
  - Primary Sources of Information;
  - Combining Primary and Secondary Sources of Information.
- Selecting appropriate background information;
- Choosing The Methodology for collecting information;
- Qualitative Approaches to collecting information;

- Quantitative Approaches to collecting information;
- Combining or 'Triangulating' The Methods of collecting information;
- Data Gathering Techniques:
  - Surveys;
  - Participant Observation;
  - Conversation Analysis;
  - Documentary Analysis;
  - Focus Groups;
  - Interviews;
  - Questionnaires;
  - Structuring Interview and Questionnaire Items;
  - Closed-Ended Questions;
  - Open-Ended Questions;
  - Non-Forced-Choice Closed Ended Questions.
- Sampling as an Important Element of gathering information:
  - The Sampling Frame;
  - Sampling Techniques:
    - ✚ Convenience or Non-random Samples;
    - ✚ Quota Sample.
- Systematic Sample;
- Probability or Random Samples:
  - Simple Random Sample;
  - Stratified Sampling;
  - Multi-stage Sampling.
- Interview or Questionnaire?:
  - Using Unstructured Questions;
  - Using Open-ended Questions;
  - Designing Closed-ended Questions;
  - Avoiding Forced-choice.
- Data Analysis:
  - Instruments of Analysis;
  - Using a 'Tally System';

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- Using SPSS Package – Licensing permitting;
  - Using Excel Package.
- Data Interpretation:
- Making Sense of the Information Gathered and Analysed;
  - Identifying 'Trends' and 'Patterns' in Information;
  - Arriving at Conclusions;
  - Reporting the Findings;
  - Reporting Styles;
  - Using the Evidence Available;
  - Choosing Reporting Style to Match the Type of Report or Information being Presented;
  - Generating Graphs and Charts from Tables;
  - Using Microsoft Excel to Create Graphs and Charts;
  - Monitoring and Continuous Evaluation;
  - The Interim Reports;
  - The Final Report;
  - Formal Reports;
  - The Abstract;
  - Establishing the Terms of Reference;
  - The Executive Summary;
  - Choosing Prefacing Summaries;
  - The Introduction;
  - The Background;
  - Styles of Report Writing;
  - Using Visual Presentation to Enhance the Effectiveness of Reports.
- Using evidence from information gathered to support claims made in reports.

## Module 4 Multimedia (Oral Visual) Presentation and Meeting's Minute-Taking

### M4 - Part 1: Preparing for the Presentation

- Electronic Presentations;
- The Presentation;
- The Introduction to Your Presentation;
- Avoiding Stage-Fright;
- Eye Contact, Posture and Other Forms of Body Language;
- Verbal Communication;
- Written Communication;
- Oral Communication - Audibility, Intonation, etc.;
- Improving the Relevance of Information Presented;
- Addressing Questions;
- Designing PowerPoint Presentations;
- Choosing PowerPoint Background;
- Using PowerPoint Templates;
- Using Sound and Animation, Appropriately;
- Adding Automatic Run;
- Timing the Presentation for Automatic Run;
- Enhancing Presentations with 'Dim' Effect;
- Choosing the Appropriate 'Dim Effect'.

### M4 - Part 2: Taxonomy and (Oral-Visual) Multimedia Presentation

- Levels of Learning;
- Simple Recall;
- Comprehension or Analysis;
- Application;
- Problem-Solving;
- Synthesis.

## M4 - Part 3: Minutes and Minute Taking

- Preparing For the Meeting;
- Preparing To Take the Minute;
- The Significance of Minutes;
- Minutes as a Record of Events;
- Meetings in a Historical Perspective;
- Techniques of Minute-Taking;
- Recording Styles;
- Preparation and Presentation of Minutes;
- The Verbatim – When Is It Appropriate;
- Taking Note of Motions;
- Taking Note of Result of Motions;
- Noting Action Points;
- Noting Assigners and Assignees of Action;
- Noting Timescales and Deadlines;
- Recording Amendments to Minutes;
- Seeking Clarification;
- Mind-Mapping as a Minute-Taking Technique.

## Module 5 Business Research Writing

### M5 - Part 1: Business Research: An Introduction

- Defining Research;
- Overview of Business Research;
- Importance of Research;
- Key Concepts of Research;
- Business Research and the Organisation;

- Research Skills;
- Research Process;
- Academic vs. Organisational Research;
- Role of the Supervisor.

### **M5 - Part 2: Developing a Research Topic**

- Nature of the Topic;
- Characteristics of a Good Research Topic;
- Formulating Research Questions;
- Developing Aims and Objectives;
- Theory, Research Questions and Objectives.

### **M5 - Part 3: Conducting a Literature Review**

- Nature of the Literature Review;
- Literature Review Process;
- Sources of Literature;
- Critical Review;
- Structure of a Literature Review.

### **M5 - Part 4: Ethical Issues**

- The Nature of Ethics;
- Importance of Ethics in Research;
- Ethics Responsibilities to Research Stakeholders;
- Ethics Cross Culture;
- Ethical Approval for Research Involving Human Subjects.



## M5 - Part 5: Developing a Research Design

- Types of Research Study;
- Nature of Your Research Design;
- The Time Horizon;
- Testing the Quality of Research;
- The Research Proposal.

## M5 - Part 6: Primary Data Collection

- What Are Primary Data?;
- Primary Data Collection Options;
- Introduction to Questionnaires and Interviews;
- Interviews;
- Questionnaires;
- Observation;
- Conducting Field Work within the Organisation;
- Cultural Issues and Data Collection;
- A Mixed Methods Approach to Data Collection;
- The Project Supervisor and the Primary Data Collection.

## M5 - Part 7: Using Secondary Data

- What Are Secondary Data?;
- Reasons for Basing Your Research Project Entirely On Secondary Data;
- Business and Secondary Data;
- Internet as a Secondary Data Source;
- Literature Review vs. Secondary Data Analysis;
- Secondary Data Classifications;
- Advantages of Secondary Data;
- Disadvantages of Secondary Data;
- Evaluating Secondary Data;

- Presenting Secondary Data;
- The Project Supervisor and Secondary Data.

### **M5 - Part 8: Sampling**

- Stages in the Sampling Process;
- Defining Your Target Population;
- Selecting Your Sampling Frame;
- Choosing Your Sampling Technique(S);
- Determining Your Sample Size;
- Collecting Your Data;
- Assessing Your Response Rate.

### **M5 - Part 9: Analysing Quantitative Data**

- Defining Quantitative Data Analysis;
- Preparing Data Analysis;
- Summarising and Presenting Data;
- Describing Your Data;
- Inferential Statistics;
- Determining the Statistical Tests to Use;
- Statistical Software Packages.

### **M5 - Part 10: Analysing Qualitative Data**

- Defining Qualitative Analysis;
- Steps in Qualitative Analysis;
- Transcribing Your Data;
- Reading and Generating Categories, Themes and Patterns;
- Interpreting Your Findings;
- Approaches to Qualitative Analysis;

- Quantifying Qualitative Data;
- Determining the Appropriate Qualitative Approach to Use In Analysing Data;
- Qualitative Analytical Software Packages.

## M5 - Part 11: Writing and Presenting the Research

- Where to Start?;
- Structure of a Research Project;
- Criteria for Research Project Evaluation;
- Presenting Your Research Project;
- Common Errors Found In Student Research Projects;
- Writing Up and Your Project Supervisor.

## Module 6 Business Report Writing

### M6 - Part 1: Report Purposes and Types (1)

#### Report: Definition, Purposes, Formal and Informal

- What is a Report?;
- Purposes of Reports;
- Informal Reports;
- Formal Reports.

#### Some Report Types (1)

- Accident Reports;
- Agendas for Committee Meetings;
- Annual Reports;
- Appraisal Reports;
- Audit Reports;

- Comparative Testing Reports;
- Duty Notes Reports;
- Explanatory Reports;
- Feasibility Reports;
- Informative Reports.

## M6 - Part 2: Report Purposes and Types (2)

### Some Report Types (2)

- Instructional Manuals.
- Interview Reports.
- Corporate Financial Reports;
- Minutes;
- Process Description Reports;
- Progress Reports;
- Research Reports;
- Scientific Reports;
- Systems Evaluation Reports;
- Technical Reports;
- Technological Reports;
- Trouble-Shooting Reports.

## M6 - Part 3: Salient Issues Associated with the Use of English in Report Writing

- Elements of Grammar;
- Punctuation;
- Spelling;
- Summarising.

## M6 - Part 4: A Style Guide to Good Report Writing

- Report style;
- Achieving an Appropriate and Effective Style;
- Choice of Words and Phrases;
- Principles of an Effective Report Writing;
- Report Draft;
- Revising and Editing the Report;
- Collaborating Writing.

## M6 - Part 5: Report Characteristics and Organisation

- Components of an Effective Report;
- Agreeing Collaborative Objectives;
- Techniques in Ordering Report Information;
- Purpose of an Executive Summary;
- Writing an Executive Summary;
- What is an Abstract?
- Formulating an Abstract;
- Organising Contents and Indices;
- Enhancing Business Report Presentation.

## M6 - Part 6: Empirical Research for Business Reports

- Surveys;
- Participant Observation;
- Conversation Analysis;
- Documentary Analysis;
- Focus Groups;
- Interviews;
- Questionnaires.

## M6 - Part 7: Information Sources for Business Reports

- Sources of Information:
  - Secondary Sources;
  - Primary Sources;
- Reviewing Literature;
- Choosing The Methodology;
  - Qualitative Approaches;
  - Quantitative Approaches;
  - Triangulating' the Methodology.

## M6 - Part 8: Sampling for Business Reports

- The Sampling Frame;
- Sampling Techniques:
  - Convenience or Non-random Samples;
  - Quota Sample;
  - Systematic Sample;
- Probability or Random Samples?;
  - Simple Random Sample;
  - Stratified Sampling;
  - Multi-stage Sampling.

## M6 - Part 9: Data Elicitation for Business Reports: Interview or Questionnaire?

- Using Unstructured Questions;
- Using Open-ended Questions:
  - Designing Closed-ended Questions;
  - Avoiding Forced-choice.

## M6 - Part 10: Data Analysis and Interpretation for Business Reports

- Instruments of Analysis:
  - Using a 'Tally System';
  - Using SPSS Package;
  - Using Excel Package;
- Data Interpretation:
  - Making Sense of The Information;
  - Identifying 'Trends' & 'Patterns' in Information;
  - Arriving At Conclusions;
  - Reporting The Findings;
  - Reporting Styles;
  - Using the Evidence.

## M6 - Part 11: Analysing Data for Complex Business Reports

- Qualitative and Quantitative Data;
- Requirements for Accurate Data Analysis;
- Data Preparation;
- Nonstatistical Analysis;
- Statistical Analysis;
- Levels of Data Interpretation.

## M6 - Part 12: Planning and Delivering an Oral Report

- Planning the Report Presentation;
- Preparing and Using Presentation Aids;
- Rehearsing the Presentation;
- Managing Question-and-Answer Sessions;
- Team Presentation;
- Ethical Considerations.

## M6 - Part 13: Business Report Presentation

### ➤ Business Report Structure:

- Planning;
  - Layout;
  - Sections;
  - Language.
- Word Processing;
  - Layout and Design;
  - Typography;
  - Illustrations;
  - Colours;
  - Paper Choice;
  - Covers;
  - Finishing.

## Module 7 Culture and Cross-Cultural Communication

## M7 - Part 1: Organisational Culture

### Understanding Organisational Culture

- Concept of Organisational Culture;
- Layers of Organisational Culture;
- Framework for Organisational Culture;
- Elements of Organisational Culture;
- Culture Classification:
  - Role Culture;
  - Task Culture;



- Power Culture.
- Types of Organisational Culture:
  - Constructive;
  - Passive-Defensive;
  - Aggressive-Defensive.
- Factors Influencing Organisational Culture;
- The Relationship between Power Culture and Organisational Structure;
- Sources of Culture;
- Culture As a Liability;
- Culture and Managerial Action;
- Organisational Culture Improvement.

### Influencing and Managing Organisational Culture

- How Organisation Culture is Formed;
- Embedding Organisation Culture;
- Building Organisation Culture;
- Strong Culture vs. Weak Culture;
- How Employees Learn Culture;
- How Culture Affects Managers;
- Implication or Process/Maintaining Culture;
- Keeping a Culture Alive;
- Measuring Organisational Culture:
  - Quantitative;
  - Qualitative.
- Managing Organisational Culture;
- Functions of Culture.

### The Symbiotic Relationship between Organisational Culture and Organisational Structure

- Structural Variations;
- Simple Structure and Cultural Practices;
- Functional Structure, Norms, Values, Ritualistic Cultural Practices
- Divisional Structure and cultural Inclinations

- The Role Culture and its Structural Manifestation
- The Task Culture and its Structural Symbiosis
- The Concept of 'Flexion' in Culture-Structure Symbiosis

### Culture and the Management of Change

- How to Change Culture;
- The Need for Culture Change;
- Elements Affecting Culture Change;
- Why Culture Doesn't Change?;
- When Culture Can Change;
- The Effect of Culture on Organisational Change;
- Organisational Change and Cultural Resistance;
- Cultural Cementation;
- Flexibility vs. 'Flexion' in Organisational Change.

### Conducting a Cultural Analysis

- Diagnosing the Current Organizational Culture;
- Defining the Desired Organizational Culture;
- Performing a Gap Analysis.

### M7 - Part 2: Cross – Cultural Communication

- Defining Communication;
- Communication: The Flow;
- What is Effective Communication?;
- Barriers to Cultural Communication:
  - Ethnocentrism;
  - Stereotyping;
  - Cultural Blindness;
  - Cultural Imposition;
  - Tone Differences;
  - Discrimination;

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- General Guidelines for Managers to Overcome Conflicts in Workplace Due to Discriminatory Attitude of Employees;
- The Communication Process;
- Problems of Language;
- Effects of Culture on Cross-Cultural Communication;
- Methods of Communication:
  - Oral;
  - Written;
  - Nonverbal;
  - Electronic (Computer-Aided Communication).
- Codes Use in Communication;
- Cross Culture Communication;
- Importance of Cross Culture Communication;
- Different Attitudes Towards Various factors of Human Relationship:
  - Time;
  - Space;
  - Frankness;
  - Values;
  - Expression of Emotions.
- Verbal Communication Differences;
- High Context and Low Context Cultures;
- Uncertainty and Anxiety;
- Strategies to Reduce Anxiety;
- How to Resolve Conflict;
- Learning About Other Cultures;
- Eye Contact;
- Gesture;
- Developing Cross Cultural Communication Skills;
- Reminders while Interacting and Connecting with People;
- Handshake;
- Improving Cross Cultural Communication;
- Welcome Topics ;
- Topics to Avoid During Conversation;
- Precautions in Cross-Cultural Communication.

## Module 8 Effective Time Management

### M8 - Part 1: Introduction to 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;
  - Asserting Yourself Politely and Calmly;
  - Conquering Overcommitment ( Learn to say, “No”).

### M8 - 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.

### **M8 - 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.

## **M8 - 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.

## M8 - 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.

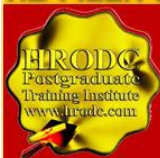
## Postgraduate Diploma, Postgraduate Certificate, and Diploma – Postgraduate - Short Course Regulation

### 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

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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.

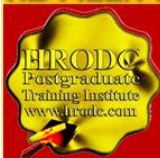
**Postgraduate Certificate, Postgraduate Diploma, and Diploma – Postgraduate Assessment Requirement**

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

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Communication, Information Gathering, Analysis and Report Writing Programme, Leading to Postgraduate Diploma in Communication and Information Management 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 1<sup>st</sup> of each month, with the cut-off date being the 20<sup>th</sup> 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.

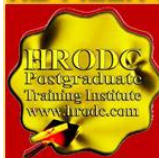
On this basis, the definitive calculation on the Award requirement is based on the number of hours studied (aggregate credit-value), rather than merely the number of credits achieved. This approach is particularly useful when a student or delegate studies a mixture of courses of different credit-values.

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.

<b>Examples of Postgraduate Course Credits: Their Value, Award Prefix &amp; Suffix – Based on 5-Day Multiples</b>		
<b>Credit Value</b>	<b>Credit Hours</b>	<b>Award Title Prefix (&amp; Suffix)</b>
<b>Single-Credit</b>	<b>30-54</b>	<b>Diploma - Postgraduate</b>
<b>Double-Credit</b>	<b>60-84</b>	<b>Diploma – Postgraduate (Double-Credit)</b>
<b>Triple-Credit</b>	<b>90-114</b>	<b>Diploma – Postgraduate (Triple-Credit)</b>
<b>Quad-Credit</b>	<b>120-144</b>	<b>Diploma – Postgraduate (Quad-Credit)</b>
<b>5-Credit</b>	<b>150-174</b>	<b>Diploma – Postgraduate (5-Credit)</b>
<b>6-Credit</b>	<b>180-204</b>	<b>Postgraduate Certificate</b>
<b>7-Credit</b>	<b>210-234</b>	<b>Postgraduate Certificate (+ 1 Credit)</b>
<b>8-Credit</b>	<b>240-264</b>	<b>Postgraduate Certificate (+2 Credits)</b>

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

**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;**
- 8. Postgraduate Diploma in Business Communication;**

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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.




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;**

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