

**HRODC Postgraduate Training Institute,**



***A Postgraduate-Only Institution,  
Verified by, & Registered with,  
UK's Department for Education.***

**#147**

**Current and Recurrent Issues in Human  
Resource Management,  
Postgraduate Short Course.**

**Leading To:**

**Diploma – Postgraduate – in  
Current and Recurrent Human  
Resource Management Issues,  
30 Credit-Hours.**

**Accumulating to a Postgraduate  
Certificate, with 150 additional  
Credit-Hours, and a**

**Postgraduate Diploma, with  
330 additional Credit-Hours.**

**Diploma – Postgraduate – in Current and Recurrent Human Resource Management Issues - Page 1 of 19**



**HRODC Postgraduate Training Institute, A Postgraduate-Only Institution  
HQ: 122A Bhylls Lane, Wolverhampton, WV3 8DZ, West Midlands, UK  
Primary Website = <https://www.hrodc.com>  
Prof. Dr. R. B. Crawford, Director.**

+44 1902 763 607;  
+44 20 8133 2760;  
+44 7736 147 507;  
+44 7586 676 208.



<https://www.hrodc.com>  
Skype: hrodcltdpgti4  
institute@hrodc.com;  
london@hrodc.com

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**Prof. Dr. R. B. Crawford - Director**

PhD (UCL – Uni London); MEd M. (Uni Bath); PGC IS (Uni West London);  
Adv Dip Sc Ed (Uni Bristol); PG Dip Doctoral Research Supervision  
(Uni Wolverhampton); F.I.M.S.; HR Specialist (I.M.S.);  
Executive M. AOM; M. AAM; M. ISGS; M. SCOS; M. RG.

**Programme or Course Coordinator:**



Prof. Dr. R. B. Crawford, is the Director of  
HRODC Postgraduate Training Institute.

He has the following Qualifications and Affiliations:

- Doctor of Philosophy {(PhD) {University College London (UCL) - University of London}};
- MEd Management (University of Bath);
- Postgraduate (Advanced) Diploma Science Teacher Ed. (University of Bristol);
- Postgraduate Certificate in Information Systems (University of West London, formerly Thames Valley University);
- Diploma in Doctoral Research Supervision, (University of Wolverhampton);
- Teaching Certificate;
- Fellow of the Institute of Management Specialists;
- Human Resources Specialist, of the Institute of Management Specialists;
- Member of the Asian Academy of Management (MAAM);
- Member of the International Society of Gesture Studies (MISGS);



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

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

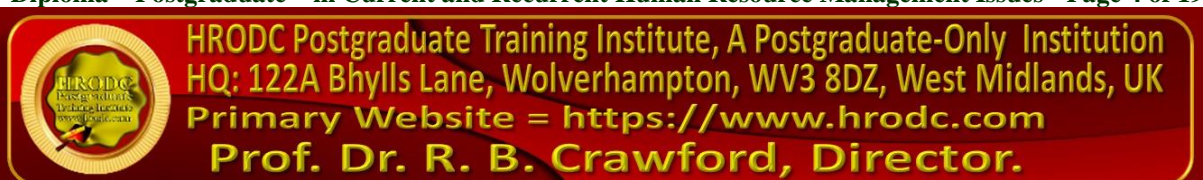
- University of London (Royal Holloway), as Research Tutor;
- University of Greenwich (Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- University of Wolverhampton, (Wolverhampton Business School), as Senior Lecturer (Associate Professor),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

**His responsibilities in these roles included:**

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



- Human Resource Practitioners;
- Human Resource Development Specialists;
- Team Leaders;
- Line Managers;
- Corporate Directors;
- Managing Directors;
- Doctoral Students;  
postgraduate Students;
- Higher Education Lecturers;
- Human resource Professionals;
- Corporate Secretaries;
- Senior Administrators;
- Planning Officers;
- Business Development Specialists;
- Project Managers;
- Recruitment and Selection Specialists;
- All others who need to be, or are desirous of, acquiring expertise in becoming conversant with the dynamic Human Resource Environment.



## Course Duration & Cost:

- \* Classroom Duration: 5 Days;
- \* Online Duration: 10 Days;
- \* Classroom Cost: £5,000.00 Per Delegate;
- \* Online Cost: £3,350.00 Per Delegate;
- \* Group Cost: Varies with its Size.



## Classroom-Based Cost Includes:

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

## Students & Delegates are Treated to a Selection of Our Branded Complimentary Products, which Include:

- Leather Conference Folder;
- Leather Conference Ring Binder/ Writing Pad;
- Key Ring/ Chain;
- Leather Conference (Computer – Phone) Bag – Black or Brown;
- 8-16 GB USB Flash Memory Drive, with Course Material;

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Current and Recurrent Issues in Human Resource Management, Leading to Diploma - Postgraduate - in Current and Recurrent Humana Resource Management Issues, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, a Postgraduate Diploma, with 330 additional Credit-Hours

- Branded Metal Pen;
- Branded Polo Shirt.; &
- Branded Carrier Bag.



**Daily Schedule: 09:00 To 16:30**  
**But may Vary, with Location.**




**Our Scheduled Delivery Locations Include:**

- \* Amsterdam, Netherlands;
- \* Brussels, Belgium;
- \* Central London, UK;
- \* Dubai, UAE;
- \* Durban, South Africa;
- \* Kuala Lumpur, Malaysia; &
- \* Paris, France.

**Other Locations, & Inhouse, on Request.**

**Current and Recurrent Issues in Human Resource Management,  
Postgraduate Short Course**

**Leading to Diploma – Postgraduate – in Current and Recurrent Human Resource Management Issues, 30 Credit-Hours, accumulating to a Postgraduate Certificate, with 150 additional Credit-Hours, and a Postgraduate Diploma, with 330 additional Credit-Hours.**



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## Programme or Course Objectives

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

- Demonstrate understanding of distinction between personnel management and human resource management;
- Indicate the significant aspects in development of human resource management and personnel management;
- Demonstrate an appreciation of importance of welfare in the development of personnel management and human resource management;
- Relate the part played by Cadburys Rowntree in the development of personnel management and human resource management;
- Manage the strategic role;
- Illustrate the difference between the Hard approach to HRM and Soft approach to HRM;
- Suggest the importance of human resource planning in organisation management;
- Illustrate the significance of effective human resource;
- Determine the links between corporate planning and human resource planning;
- Indicate how human resource planning can support business systems;
- Determine when there is a need to review an organization human resource plan;
- Determine the factors influencing human resource planning;
- Demonstrate their understanding of the importance of employee Resourcing in an organisational context;
- Demonstrate their understanding of the different employee resourcing strategy;
- Demonstrate their understanding of the benefits and drawbacks of individual employee Resourcing strategy;
- Draw a parallel between material and facilities Resourcing and people Resourcing, from the standpoint of organisational effectiveness;
- Defend the strategic importance of employee Resourcing;
- Link employee Resourcing with business and organisational development;
- Devise an effective employee Resourcing strategy;
- Demonstrate understanding of different type and levels of organisational flexibility, from an Industrial Relation or Employee Relations prospective;



- Suggest what Numerical Flexibility means;
- Indicate the benefits of functional flexibility of workers and managers;
- Indicate the relationship between Temporal Flexibility and Financial Flexibility;
- Decide what workers or managers are likely to gain from Geographical Flexibility;
- Demonstrate their understanding of an effective job design system;
- Relate the factors to be considered to ensure that job design tribute to organisational success;
- Illustrate the legal bases of job design;
- Distinguish between the different types of job design;
- Demonstrate an understanding of ergonomics in job design;
- Indicate the factors that contribute to fatigue and fatigue reduction;
- Create a match between individual capabilities and orientation, on the one hand, and job design features, on the other;
- Distinguish between the different types of job design;
- Relate job design factors to the law;
- Demonstrate an understanding of 'reasonable support';
- Illustrate the 'balance' that might be made between candidate immediate suitability and the possibility of Continuous Professional Development (CPD).



## Programme or Course Contents, Concepts, & Issues

### Part 1: The Development of Human Resource Management Personnel and Human Resource Management (1)

- Personnel Management, and Human Resource Management: A Distinction;
- The advent of Welfare Management;
- The role of Row tree in industrial welfare development;
- Welfare workers, Recruitment, and Selection;
- The development of professional personnel and human resource management;
- Concerns of Personnel Management:
  - Recruitment and Selection;
  - Workers' Welfare and Benefits;





- Industrial Relations;
- Staff Performance Appraisal;
- Training as Micro Organisational Development;
- Training as an Investment.

## **Part 2: The Development of Human Resource Management Personnel and Human Resource Management (2)**

- The strategic significance of human resource management;
- Concerns of human resource management:
  - Recruitment;
  - Selection;
  - Motivation;
  - Human Resource Planning;
  - Workforce Management Strategy;
  - Flexible Working Strategy
- The rationale for human resource planning (HRP);
- The link between HRP and corporate planning;
- The investigation and forecasting processes-understanding contextual influences;
- Designing, Implementing, and Reviewing the effectiveness of HRP;
- The role of employee resourcing in contributing to corporate strategies and goals;
- The role of internal and stakeholders in the employee resourcing process;
- Managing the potentially conflicting concerns of stakeholders in employee resourcing;
- Dealing with stakeholders' values and expectations;
- Traditional approaches to employee resourcing;
- Emergent and contingency approaches to employee resourcing;
- The role of employee resourcing in business and subsystem strategy;
- The role of employee resourcing in the development of organisational strategy;
- Organisational strategy and employee resourcing strategy compatibility.



### Part 3: Alternative Patterns of Work and the Increase in the Non-Standard Contracts (1)

- The different forms of worker flexibility;
- Elements of Workforce Flexibility:
  - Numerical Flexibility;
  - Functional Flexibility;
  - Temporal Flexibility;
  - Financial Flexibility;
  - Geographical Flexibility.
- The concept of the 'flexible firm';
- The strategic use of flexible workers;
- Flexibility strategies for economic development;
- Effective job design.

### Part 4: Alternative Patterns of Work and the Increase in the Non-Standard Contracts (2)

- Difference approaches to Job Design;
  - Mechanistic Job Design;
  - Biological Job Design;
  - Perceptual Job Design;
  - Motivational Job Design.
- Linking Job Design with motivation theory;
- The recruitment process and the law;
- Job analysis as a basis for effective recruitment and selection;
- Job description;
- Personnel specification and the law;
- Measuring the effectiveness of recruitment and selection: Validating recruitment and selection methods,
- Recruitment Method reliability;
- Monitoring recruitment and selection Policy;
- Recruitment and selection and Continuous Professional Development (CPD).

## Part 5: Managing 'Organisational Entry'


- The Case for Human Resource Induction;
- Induction Programmes: A Strategic View;
- Induction and Staff Commitment: Is there Room for Modification?;
  - Moral Commitment;
  - Remunerative Commitment;
  - Calculative Commitment;
  - Commitment Combinations: Moral, Remunerative, and Calculative Commitment;
- What should be included in and 'Effective Induction Programme'?;
- Transmitting Corporate Values through 'Entry Management';
- Enhancing the Probationary Experience;
- Valuing and Exploiting 'Intellectual Capital': A Strategic Perspective;
- Intellectual Property Rights: Intellectual Property Law;
- Learning from 'Early Leavers';
- The Value and Use of Exit Interviews/ Questionnaires.

## Part 6: Career Management: Career Development Theory, Management Development, Management and Succession Planning

- Contextualising Career Management;
- Management Succession Charts;
- The psychological contract and the impact on employee retention;
- Remote Working;
- Management Succession Chart.



**HRODC Postgraduate Training Institute.**  
**Regulation For The Awards of:**  
**\* Postgraduate Diploma;**  
**\* Postgraduate Certificate; &**  
**\* Diploma – Postgraduate.**




**Diploma – Postgraduate; PG Cert.; &**  
**Postgraduate Diploma Awards**

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

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

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Postgraduate Short Courses, or through continuous study. [Please click to view and download our List of Specialist Postgraduate Certificate, and Postgraduate Diploma Programmes](#)



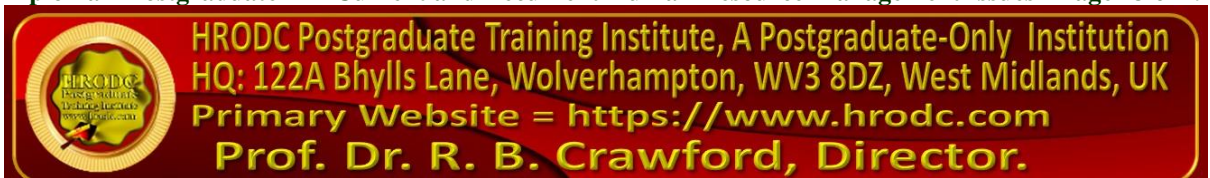
### Credit-Hours and Credit-Values, in Diploma – Postgraduate - Award

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

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

1. Diploma – Postgraduate – in Organisational Change Management, 30 Credit-Hours;
2. Diploma - Postgraduate - in Trainer Training: Training for Trainers, Double-Credit, 60 Credit-Hours:
3. Conveyancing and Property Valuation: Property Law, Double-Credit, 72 Credit-Hours:
4. Diploma – Postgraduate – in University and Higher Education Administration, Triple-Credit, 90 Credit-Hours;
5. Diploma – Postgraduate – in Tourism and International Relations, Quad-Credit, 120 Credit-Hours.

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

### Postgraduate Diploma Award

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

### Postgraduate Certificate Award

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

### Cumulative Postgraduate Certificate, and Postgraduate Diploma Awards

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

### Accumulated Postgraduate Certificate, and Postgraduate Diploma Awards

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



exemplified above, under the heading **'Postgraduate Diploma and Postgraduate Certificate Specialist Award Titles'**.



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

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

### Admission and Enrolment Procedure

- On receipt of all the above documents, they will be forwarded to our 'Admissions Committee', which will assess applicants' suitability for the Course or Programme for which they have applied;
- If they are accepted on their chosen Course or Programme, they will be notified accordingly, and sent Invoices;
- Upon receipt of an applicant's payment, we will send him or her an Official Payment Receipt, and Admission Letter, bearing a copy of the Passport-Type in the respective Application Form.
- Those intending to study in a foreign country, and require a Visa, will be sent the necessary **Immigration Documentation**, to support their application;
- **Joining Instruction** will be sent to Students and Delegates, on time to prepare for their enrolment. The incorporated information include:
  - Venue Name, Location, with specific address;
  - Details of Airport Transfer, where appropriate;
  - Start date and time;
  - Registration details;

- Daily Schedule;
- Local Transportation Details;
- Residential Accommodation Details;
- Leisure and Shopping Facilities, in the area;
- General Security Information; among others.



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

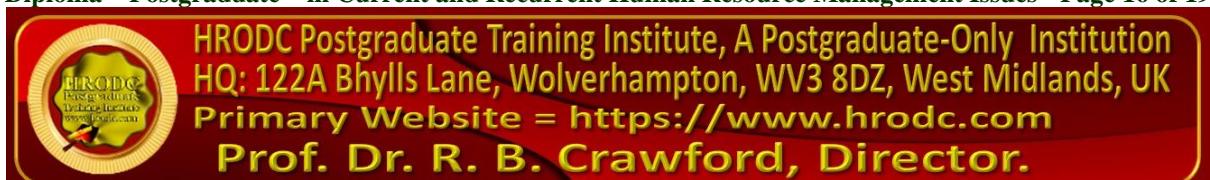
- In-Class Tests;
- Text-Case Analyses;
- Video-Case Analyses;
- 'Out-of-Class' Assignments;
- Individual Presentations;
- Group Presentations; and
- End of Course Examinations.

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

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

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

Delegates and students who fail to achieve the requirement for Postgraduate Certificate, Postgraduate Diploma, or Diploma - Postgraduate - will be given support for 2 re-submissions





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



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 Synchronous (Video-Enhanced) delivery.

You are taught as individuals, on a one-to-one or one-to-small-group basis. You see the tutor face to-face, for the duration of your course. You will interact with the lecturer, ask, and address questions; sitting examinations, in his or her presence. It is as real as any face-to-face lecture and seminar can be. Choose from a wide range of Diploma – Postgraduate - Courses and an increasing number of Specialist Postgraduate Certificate and Postgraduate Diploma Programmes. You might also accumulate Postgraduate Short Courses, via this mode of study, over a **12-year period**, towards a Postgraduate Certificate or Postgraduate Diploma.

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

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



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 Synchronous (Video-Enhanced) Online Delivery. We will deliver the 180 Credit-Hours and 360 Credit-Hours, respectively, in line with our **Regulation**, through 'Direct-Lecturer-Contact', within the stipulated timeframe. We aim to fit the tuition around your work, family commitment and leisure, thereby enhancing your maintenance of an effective 'work-study-life-style balance', at times convenient to you and your appointed tutor.



# Service Contract, Inc.: Terms and Conditions.

[Click, or copy and paste the URL, below, into your Web Browser, to view our Service Contract, incorporating Terms and Conditions.](https://www.hrodc.com/Service%20Contract%20Terms%20and%20Conditions%20Service%20Details%20Delivery%20Point%20Period%20Cancellations%20Extenuating%20Circumstances%20Payment%20Protocol%20Location.htm)

[https://www.hrodc.com/Service Contract Terms and Conditions Service Details Delivery Point Period Cancellations Extenuating Circumstances Payment Protocol Location.htm](https://www.hrodc.com/Service%20Contract%20Terms%20and%20Conditions%20Service%20Details%20Delivery%20Point%20Period%20Cancellations%20Extenuating%20Circumstances%20Payment%20Protocol%20Location.htm)

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

You are most Welcome to Visit our Main Website, & SM Pages, to Communicate with, & 'Follow', us.



**For and on Behalf of:  
Prof. Dr. R. B. Crawford - Director  
HRODC Postgraduate Training Institute**