

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



069

Decision- Making in Organisations: Structural Design Myths and Realities

Course or Seminar

Leading To:

**DIPLOMA - POSTGRADUATE IN
Organisational Decision-Making**

Accumulating to .

POSTGRADUATE DIPLOMA

Progressing To A Masters Degree –

MBA – MSc – MA

Decision Making in Organisations (Organizations) Structural Design Myths and Realities Course - Page 1 of 19

A Division of HRODC Ltd. UK Reg. No. 6088763. V.A.T. Reg. No. 8958 765 38

Prof. Dr. R.B. Crawford - Director HRODC Postgraduate Training Institute

PhD (London), MEd.M. (Bath), Adv. Dip. Ed. (Bristol), PGCIS (TVU), ITC (UWI), MAAM, MAOM, LESAN, MSCOS, MISGS, Visiting Prof. P.U.P.

Registered with the UK Register of Learning Providers (UKRLP), Department for Business, Innovation and Skills (BIS), formerly Department of Innovation, Universities and Skills (DIUS).



UKRLP Registration No. 10019585
UKRLP Verification: <http://www.ukrlp.co.uk>
Postgraduate Full-Time and Short Courses
London, UK & International Locations

Wolverhampton (HQ) Address: 122A Bhylls Lane, Wolverhampton, WV3 8DZ, United Kingdom Telephone: +44 (0) 1902 763 607 +44 (0) 1902 569 133 Mobile: +44 (0) 7736 147 507 Email: institute@hrodc.com Websites: www.hrodc.com www.hrodc-mobile.com www.hrodc-business-products-and-services.com	 <p>HRODC Postgraduate Training Institute www.hrodc.com</p>	London Office Address: 328 Linen Hall, 162-168 Regent Street London, W1B 5TD, United Kingdom Telephone: +44 (0) 2081 332 760 Mobile: +44 (0) 7736 147 507 Email: institute@hrodc.com Websites: www.hrodc.com www.hrodc-mobile.com www.hrodc-business-products-and-services.com
HRODC Postgraduate Training Institute		
 A Postgraduate - Only Institution		

**Decision- Making in Organisations:
Structural Design Myths and Realities
Course or Seminar
Leading To:
DIPLOMA - POSTGRADUATE IN
Organisational Decision-Making
Accumulating to
POSTGRADUATE DIPLOMA
Progressing To A Masters Degree –
MBA – MSc – MA**

HRODC Postgraduate Training Institute - UKRLP Registration



HRODC Postgraduate Training Institute is Registered with the UK Register of Learning Providers (UKRLP), of the Department for Business, Innovation and Skills (BIS), formerly Department of Innovation, Universities and Skills (DIUS).
Its Registration Number is 10019585
and can be verified at <http://www.ukrlp.co.uk/>



HRODC Postgraduate Training Institute is a Division of Human Resource and Organisational Development Consultancy (HRODC) Limited.
It is Registered in England UK, with Registration #6088763
and V.A.T. Registration No. 895876538

Course Co-ordinator:

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

- Doctor of Philosophy {(PhD) (University of London)};
- MEd. Management (University of Bath);
- Advanced Dip. 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 Academy of Management (MAoM), within the following Management Disciplines:
 - Human Resources;
 - Organization and Management Theory;

Decision Making in Organisations (Organizations) Structural Design Myths and Realities Course - Page 3 of 19

A Division of HRODC Ltd. UK Reg. No. 6088763. V.A.T. Reg. No. 8958 765 38

Prof. Dr. R.B. Crawford - Director HRODC Postgraduate Training Institute

PhD (London), MEd.M. (Bath), Adv. Dip. Ed. (Bristol), PGCIS (TVU), ITC (UWI), MAAM, MAOM, LESAN, MSCOS, MISGS, Visiting Prof. P.U.P.

Registered with the UK Register of Learning Providers (UKRLP), Department for Business, Innovation and Skills (BIS), formerly Department of Innovation, Universities and Skills (DIUS).



UKRLP Registration No. 10019585
UKRLP Verification: <http://www.ukrlp.co.uk>
Postgraduate Full-Time and Short Courses
London, UK & International Locations

- Organization Development and Change;
 - Research Methods;
 - Conflict Management;
 - Organizational Behavior;
 - Management Consulting;
 - Gender & Diversity in Organizations; and
 - Critical Management Studies.
- 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);
 - Life Member of Malaysian Institute of Human Resource Management (LMIHRM);
 - Member of ResearchGate Community;
 - Member of Convocation, University of London;
 - Professor HRODC Postgraduate Training Institute.

For Whom This Course is Designed

This Course is Designed For:

- Chief Executives;
- Chief Executive Officers;
- Company Secretaries;
- Chief Operating Officers;
- Chief Financial Officers;
- Management Accountants;
- Executive Directors;
- Divisional Directors;
- Human Resource Directors;
- Corporate Managers;
- Corporate Strategists;
- Divisional Managers;
- Functional Managers;

- Human Resource Specialists;
- Organisational Design Specialists;
- Organisational Development Specialists;
- Line Managers;
- Internal Consultants;
- Independent Consultants;
- Lecturers;
- All Others who are desirous in obtaining cutting-edge for improving the effectiveness of their decision-making, within the context of simple, functional, divisional and matrix structures, and their hybrids.

Duration: 5 Days

Cost: £5,000.00 Per Delegate

Please Note:

- V.A.T. (Government Tax) does not apply to Corporate Sponsored Individuals, taking Programmes or Courses in any location - within or outside the UK.
- It applies only to Individuals and Corporations based in the UK and to Non-UK Individual Residents taking courses in the UK.

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;
- Diploma – Postgraduate – in **Organisational Decision-Making**; or
- Certificate of Attendance and Participation – if unsuccessful on resit.

HRODC Postgraduate Training Institute's Complimentary Products include:

1. HRODC Postgraduate Training Institute's **Leather Conference Folder**;
2. HRODC Postgraduate Training Institute's **Leather Conference Ring Binder/ Writing Pad**;
3. HRODC Postgraduate Training Institute's **Key Ring/ Chain**;
4. HRODC Postgraduate Training Institute's **Leather Conference (Computer – Phone) Bag** – Black or Brown;
5. HRODC Postgraduate Training Institute's **8GB USB Flash Memory Drive**, with Course Material;
6. HRODC Postgraduate Training Institute's **Metal Pen**;
7. HRODC Postgraduate Training Institute's **Polo Shirt**.

Please see product images, as a separate file - Complimentary Products For Students and Delegates, from HRODC Postgraduate Training Institute.

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

Location: Central London and International Locations

[Click to Download our Upcoming Programme and Course Schedule](#)

[Click to Book this Course](#)

Decision-Making in Organisations (Organizations): Structural Design Myths and Realities Leading to Diploma-Postgraduate in Organisational Decision-Making

Course Objectives

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

- Distinguish between decision centralisation and decentralisation;
- Provide at least two examples of organisations which facilitate decision-making centralisation and decentralisation, respectively;
- Suggest at least two benefits of decision-making decentralization;
- Indicate at least two problems of decision-making decentralization;
- Determine the degree to which decentralization of decision-making in multinational operations are, on balance, beneficial or problematic;
- Suggest whether corporate decisions to centralise decision-making might be simply 'playing it safe';
- Indicate the degree to which decision-making centralisation and decentralisation are facilitated by mechanistic and organic structures;
- Vividly illustrate how environmental scanning of competitive and PESTEL forces and are structurally facilitated;
- Demonstrate their understanding of the concept of 'layering' in decision-making;
- Explain why Problem Resolution should be categorized as decision-making;
- Provide an acceptable explanation to the concept of industrial democracy, as a factor in decision-making;
- Indicate the relationship between decision-making process and 'organisational health';
- Explain the suggestion that decision-making is represent strategic and operational choices;
- Link each of the following Decision-making Patterns with Functional, Divisional and Matrix Structures, respectively;

Decision Making in Organisations (Organizations) Structural Design Myths and Realities Course - Page 7 of 19

A Division of HRODC Ltd. UK Reg. No. 6088763. V.A.T. Reg. No. 8958 765 38

Prof. Dr. R.B. Crawford - Director HRODC Postgraduate Training Institute

PhD (London), MEd.M. (Bath), Adv. Dip. Ed. (Bristol), PGCIS (TVU), ITC (UWI), MAAM, MAOM, LESAN, MSCOS, MISGS, Visiting Prof. P.U.P.

Registered with the UK Register of Learning Providers (UKRLP), Department for Business, Innovation and Skills (BIS), formerly Department of Innovation, Universities and Skills (DIUS).



UKRLP Registration No. 10019585
UKRLP Verification: <http://www.ukrlp.co.uk>
Postgraduate Full-Time and Short Courses
London, UK & International Locations

- Pattern 'A' Decision-making;
 - Pattern 'B' Decision-making;
 - Pattern 'C' Decision-making;
 - Pattern 'D' Decision-making;
 - Pattern 'E' Decision-making
- Provide accurate guidance on the effectiveness of individual vs team-participative decision-making in organisations
 - Establish the value of and problems with individual participation in decision-making;
 - Indicate the benefits and drawbacks of team participation in decision-making;
 - Explain the prevailing theory surrounding team decision-making and risky-shift syndrome;
 - Provide discussion lead on “real participation vs pseudo participation in decision-making process: commitment or frustration”;
 - Support the notion that meetings is a forum for decision-making;
 - Provide theoretical evidence that meeting effectiveness is vital for sound decision-making;
 - Discuss the extent to which effective convening of meetings supports decision-making;
 - Define the concept resonance, providing at least one example;
 - Explain the degree to which ‘resonance’ impairs the decision-making process;
 - Expound the role of the board as supreme decision-making entity;
 - Illustrate the management of hedging decisions, factoring PESTEL elements;
 - Discuss, with certainty, the value of ‘options’ in decision-making;
 - Illustrate the use of ‘options’ to manage risky decisions;
 - Provide practicable advice on decision-making, in relation to risk and business continuity.

Course Contents, Concepts and Issues

Part 1: Conceptualising and Contextualising Decision-Making: An Analysis of the Decision-Making Process in Organisations (1)

- Decision-Making: A Conceptual Exploration;
- A Generalised Model of Decision Making;
- Generalised Characteristics of the Decision Process;
- The Idealised Decision-making Process: Exploring Decision-making Reality;
- Decision-making Effectiveness: Applying The ‘Stress Test’;
- Normative Decision Models and the Concept of ‘Bounded Rationality’:
 - The Concept of Rationality;
 - Information Availability;
 - Information Accuracy.
- Communication and Decision-making Effectiveness:
 - Communication and Its Value in Effective Decision Making;
 - Internal and External Communication;
 - Barriers of Communication and their Negative Effect on Decision-making.
- ‘Groupthink’ vs ‘Teamthink’ in Decision-making: Their Conceptualisation, and Implications;
- Centralisation VS Decentralisation of Decision-making and Their Implication for Organisational Effectiveness

Part 2: Conceptualising and Contextualising Decision-Making: An Analysis of the Decision-Making Process in Organisations (2)

- Decision Centralisation and Decentralisation: A Distinction;
- Degrees of Centralisation and Decentralisation of Decision-making;
- Benefits of Decentralization;
- Costs of Decentralization;
- Decentralization and Multinational Operations;

- Centralisation: 'Playing It Safe';
- Decision-making Centralisation and Decentralisation and their Facilitation by Mechanistic and Organismic Structures;
- Environmental Scanning of Competitive and PESTEL Forces and their Structural Facilitation;
- The Concept of 'Layering' in Decision-making: Decision Formulation, Dissemination and Emergence;
- Problem Resolution as Decision-making;
- The Concept of Industrial Democracy as a Factor in Decision-making;
- The Decision-making Process and 'Organisational Health';
- Decision-making as Strategic and Operational Choices;
- Decision-making Patterns in Functional, Divisional and Matrix Structures;
 - Pattern 'A' Decision-making;
 - Pattern 'B' Decision-making;
 - Pattern 'C' Decision-making;
 - Pattern 'D' Decision-making;
 - Pattern 'E' Decision-making.
- Management Information System as a Structural Derivative:
 - Deconstructing Management Information System;
 - Computerised Information Systems and Strategic and Operational Decision-making Speed and Accuracy;
 - Management Accounting System and its Contribution to an Effective Management Information System.

Part 3: Individual and Team Participation in Decision-Making: Implications for Its Implementation and Effectiveness

- Individual VS Team-participative Decision-making;
- Value of and Problems with Individual Participation in Decision-making;
- Benefits and Drawbacks of Team Participation in Decision-making;
- Team Decision-making and Risky-Shift Syndrome: Their Effect on Corporate and Operational Decision-making;

- Real Participation vs Pseudo Participation in Decision-making Process: Commitment or Frustration;
- Meetings as a Forum For Decision-making:
 - Meeting Effectiveness;
 - Convening for Decision Effectiveness;
 - Meeting To facilitate Individual Participation in Decision-making.
- 'Resonance' As An Impairment of the Decision-making Process:
 - Contextualising Resonance;
 - Defining Resonance;
 - The Effect of Resonance on 'Hijacker's' Vocalisation;
 - The Negative Effect of Resonance on Genuine Informant;
 - The Overall Negative Impact of Resonance on Strategic and Operational Decision-making;
 - The Role of Gatekeeping in Averting or Eliminating Resonance.

Part 4: Decision-Making and Risk Management: An Introduction

- Defining Risk;
- Contextualising Risk;
- Risk Probability and Improbability
- The Traditional 'Number Line' and Traditional Risk Management Calculation
- 'Risk-Improbability Scale or Continuum';
- Understanding Risk in Organisations;
- Examples of Financial Risks in Decisions:
 - Liquidity Risk;
 - Operating Risk;
 - Performance Risk;
 - Fraud Risk;
 - Settlement Risk;
 - Counterparty Risks.
- The Currency Derivatives Market;

- Financial Exposure As Risk:
 - Economic Exposure;
 - Transaction Exposure;
 - Translation Exposure.
- Risk Exposure and Yield Expectations;
- What Is Risk Management?;
- Developing Strategies and Approaches to Treat and Manage Risk;
- Risk-related Decisions: When to Mitigate or Not to Mitigate;
- Decisions Involving Financial Derivatives;
- Financial Leverage Decisions;
- Hedging Decisions and PESTEL Changes: Striking a Balance;
- The Value of 'Options' in Decision-making;
- Using 'Options' to Manage Risky Decisions;
- Decision-making, Risk and Business Continuity;
- Developing Criteria for Determining Acceptable Levels or Residual Risk;
- Financial Risk and 'Market Dynamics';
- Individual vs Team Financial Decision-making and Risky Shift: Empirical Refutation of Prevailing Theory or Anecdotal Evidence?.

Part 5: Decision Making as an Important Function of Organisations: An Empirical Analysis of Decision-Making in Divisional and Matrix Structures

- The Role of the Board As Supreme Decision-making Entity;
- Board Structure and Membership;
- Committees and Subcommittees;
- Individual Participation in Decision-making in Divisional and Matrix Structures;
- Meeting Attendance in Specialist Groupings in Divisional and Matrix Organisations Compared;
- Meeting Attendance in 'Project'/ Operational Groupings in Divisional and Matrix Organisations Compared;
- Contribution to Meeting Agenda in Divisional and Matrix Organisations;

- Knowledge of Agenda Establishment Process;
- Knowledge of Contributors to Agenda;
- Opportunity To Contribute To Agenda;
- Meetings and Their Contribution to the Decision-making Progress
- Frequency With Which Members' Views Were Accepted At Specialist Meetings;
- Frequency With Which Members' Views Were Accepted At Project/ Operational Meetings;
- Frequency With Which Members' Views Were Accepted At Specialist Meetings;
- Representation of Operators' Views at Board Level;
- Higher Level Participation in Decision-making: A Summative and Conclusive Empirical Exploration.

Synopsis of Diploma – Postgraduate, Postgraduate Diploma and Postgraduate Degree Regulation

Postgraduate Diploma and Diploma – Postgraduate: Their Distinction and Assessment Requirement

Delegates studying courses of 5-9 days' duration, equivalent to 30-54 Credit Hours (direct lecturer contact), will, on successful assessment, lead to the Diploma – Postgraduate. 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. Delegates and students who fail to gain the required level of pass, at Postgraduate Level will receive a Certificate of Attendance and Participation. The Certificate of Attendance and Participation will not count, for cumulative purpose, towards the Postgraduate Diploma.

Courses carry varying credit values; some being double credit, triple credit, quad credit and 5-credit, etc. These, therefore, accumulate to a Postgraduate Diploma. As is explained, later, in this document, a Postgraduate Diploma is awarded to students and delegates who have achieved the minimum of 360 Credit Hours, within the required level of attainment.

Credit Value and Credit Hours examples of Diploma – Postgraduate Courses are as follows:

Credit Value	Credit Hours
Single-Credit	30-36
Double-Credit	60-72
Triple-Credit	90-108
Quad-Credit	120-144
10-Credit (X36 Credit-Hours) to 12-Credit (X30 Credit-Hours)	360

Other Credit Values are calculated proportionately.

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, or Postgraduate Diploma, as appropriate.

In the case of Diploma – Postgraduate, a minimum of 70% overall pass is expected. In order to receive the Award of Postgraduate Diploma, candidate 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 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 Diploma and Postgraduate Degree Application Requirements

Applicants for Diploma – Postgraduate, Postgraduate Diploma and Postgraduate Degrees 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 make an assessment of the applicants' suitability for the Programme for which they have applied;
- If they are accepted on their Programme of choice, 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 Programme Tutor will contact him or her, by e-mail or telephone, welcoming him or her to HRODC Postgraduate Training Institute;
- Non-European Students will be sent immigration documentation, incorporating a Visa Support Letter. This letter will bear the applicant's photograph and passport details;
- Applicants will be notified of the dates, location and venue of enrolment and orientation;
- Non-UK students will be sent general information about 'student life' in the UK and Accommodation details.

Modes of Study for Postgraduate Diploma Courses

There are three delivery formats for Postgraduate Diploma Courses, as follows:

1. Intensive Full-time Mode (3 months);
2. Full-time Mode (6 month);
3. Video-Enhanced On-Line Mode.

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

Cumulative Postgraduate Diploma Courses

All short courses can accumulate to the required number of hours, for the Postgraduate Diploma, over a six-year period from the 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. Twelve 5-day short courses, representing twelve credits or the equivalent of 360 Credit Hours are, therefore, required for the Award of Postgraduate Diploma.

A six-day course (Diploma – Postgraduate) is, therefore, equivalent to 36 hours Credit Hours, representing one credit. Therefore, ten short courses, of this duration, equates to the required 360 Credit Hours, qualifying for the Award of Postgraduate Diploma. While double-credit courses last between ten and fourteen days, triple-credit courses range from fifteen to nineteen days. Similarly, quad-credit courses are from sixteen to nineteen days. 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 two credits be attempted per year. This will ensure that the required number of credit hours for the Postgraduate diploma is achieved within the six-year time frame.

Progression to Postgraduate Degree – MA, MBA, MSc

- On the successful completion of the *Postgraduate Diploma*, students may register for the Postgraduate Degree, after their successful completion of Course #7: *Research Project: Design, Conduct & Report*.
- The students' Degree Registration Category will be dictated by the courses or modules studied at Postgraduate Diploma Level. The categories relate to Master of Business Administration (MBA); Master of Arts (MA) Master of Science (MSc); Executive Master of Business Administration (Executive MBA).

Specialism and Degree Award Titles

The title of the degree will be indicative of the specialism studied or its generalist nature, as exemplified below:

- Master of Science - Advanced Oil and Gas Accounting: International Petroleum Accounting (MSc Advanced Oil and Gas Accounting: International Petroleum Accounting);
- Master of Science - Accounting and Finance (MSc Accounting and Finance);
- Master of Science - Real Estate Management (MSc Real Estate Management);
- Master of Science - Tourism and International Relations (MSc Tourism and International Relations);
- Master of Science – Human Resource Training and Development Management (MSc HR Training and Development Management);
- Master of Business Administration (MBA);
- Executive Master of Business Administration (Executive MBA);
- Master of Business Administration – Finance (MBA Finance);
- Master of Business Administration – Accounting (MBA Accounting);
- Master of Arts - Human Resource Management (MA Human Resource Management);

- Master of Arts - Information and Communication Management (MA Information and Communication Management).

Dissertation: Topics, Supervision and Examination

- The knowledge and skills gained from the research methods course will enable students to formulate their research proposal.
- With the guidance of their research methods tutor, they will submit a Synopsis or Research Proposal
- On the approval of their synopsis, their Postgraduate Degree Registration will be formalised and they will, in earnest, begin their dissertation research.
- Students' choice of Dissertation area and topic must closely reflect their specialism and expected Award Title;
- The Postgraduate Degree Award Board, which will convene twice during each Academic Year, will determine whether the rules have been complied with, in this regard, and will, where necessary, change a registered Award Title, to reflect the reality of a programme choice;
- The length of the Dissertation will be between 15,000 and 20,000 words. Higher or lower limits will be accepted through special dispensation only, tabled through their Dissertation Supervisors;
- Students will each be assigned one Main Dissertation Supervisor, for formal tuition, and a Dissertation Mentor, who will provide them with informal advice, in conjunction with their Main Dissertation Supervisor;
- Each Dissertation Mentor will also mediate the relationship between the Student and his or her Dissertation Supervisor;
- Students' Viva Voce, or Oral, Examination will be conducted within 3 months of the submission of their Dissertation;
- The Dissertation Examination will be conducted by an External and an Internal Examiner;

- The External Examiner will be drawn from a recognized University and will be an Academic in the Discipline being examined, who is not otherwise associated with HRODC Postgraduate Training Institute;
- The Internal Supervisor will be an HRODC Postgraduate Training Institute's tutor, who is neither the Students' main Dissertation Supervisor or their Dissertation Mentor;
- The submission date of a Postgraduate Dissertation is expected to be within 12 calendar months of a candidate's initial registration for the Degree but can be extended, on application, to a period not exceeding 24 months;
- In the event that Students are not successful on their first attempt, they will be given the opportunity to make minor amendments to, or revise, their Dissertation, with the guidance of their Dissertation Supervisors.
- The maximum total submission and resubmission period should not exceed 36 calendar months from the date of first registration for a particular Postgraduate Degree;
- Additional details and general aspects of these regulations are contained in the document: *Postgraduate Degree - Dissertation Guidelines*.

Terms and Conditions

HRODC Policy Terms and Conditions Are Available for viewing at:

<http://www.hrodc.com/COSTS.htm>

Or Downloaded, at:

http://www.hrodc.com/Brochure_Download_Centre.Company_Brochures_Seminar_Brochures_Seminar_Schedule.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.

Prof. Dr. R. B. Crawford - Director HRODC Postgraduate Training Institute