

HRODC Postgraduate Training Institute,



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

#054

**Delegating for Role and
Organisational Effectiveness,
Postgraduate Course.**

Leading To:

**Diploma – Postgraduate – in
Organisational Delegation,
Double-Credit, 60 Credit-Hours.**

**Accumulating to a Postgraduate
Certificate, with 120 additional
Credit-Hours, and a**

**Postgraduate Diploma, with 300
additional Credit-Hours.**



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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.

He is formerly an Expatriate at:

- Ministry of Education, Sokoto, Nigeria;
- Ministry of Science and Technical Education, Sokoto, Nigeria;
- University of Sokoto, Nigeria;
- College of Education, Sokoto, Nigeria; and

Former Editor-In-Chief of 'Sokoto Journal of Education'.



For Whom This Course is Designed. This Course is Designed For:

- Board of Directors;
- Business Analysts;
- Business Entrepreneurs;
- Client Managers;
- Corporate Managers;
- Departmental Managers;
- Divestment Managers;
- Divisional Directors;
- Entrepreneurs;
- Executive Directors;
- Executive Managers;
- General Managers;
- Human Resource Development Experts;
- Human Resource Directors;
- Human Resource Managers;
- Human Resource Professionals;
- Investment Managers;
- Junior Managers;
- Knowledge Management Protagonists;
- Line Supervisors;
- Management Graduates;
- Management Lecturers;
- Middle Managers;
- National Directors;
- Non-Executive Directors;
- Organisational Analysts;
- Organisational Development Practitioners;
- Organisational Development Specialists;
- Organisational Improvement Specialists;
- Private Equity Managers;
- Product Directors;



- Product Oriented Team Leaders;
- Project Managers;
- Project Specialist Team Leaders;
- Public Equity Managers;
- Quality Assurance Practitioners;
- Quality Improvement Managers;
- Regional Directors;
- Senior Executives;
- Senior Managers;
- Senior Managers;
- Service Directors;
- Supervisors;
- Talent Management Experts;
- Team Leaders;
- Venture Capitalists;
- All others who are desirous of enhancing their knowledge and expertise effective organisational role and task delegation.

Course Duration & Cost:

- * **Classroom Duration: 10 Days;**
- * **Online Duration: 20 Days;**
- * **Classroom Cost: £10,000.00 Per Delegate;**
- * **Online Cost: £6,700.00 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;
- 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.

Delegating For Role and Organisational Effectiveness, Postgraduate Course. Leading To Diploma – Postgraduate – in Organisational Delegation, Double-Credit, 60 Credit Hours. Accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.



Programme or Course Objectives

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

- Analyse how delegation contributes towards effective time management;
- Analyse the concept of leasing in relation to delegating;
- Analyse the perception in each role;
- Ascertain the concept of delegation;
- Ascertain the importance of delegating tasks;
- Ascertain the relationship between an incumbent's experience and role enactment;
- Ascertain the relationship between an incumbent's role perception and his or her role performance;
- Deal with external organisational accountability;
- Define a Role;
- Define objectives, generally;
- Define, describe, and analyse the nature of an organisation;
- Demonstrate a heightened understanding of how best to support delegates in their task performance;
- Demonstrate a heightened understanding of role relationships;
- Demonstrate an understanding of the concept of power and how it might be applied for the benefit of the organisation;
- Demonstrate an understanding of the issue of 'responsibility' and how it translates in superior-subordinate relationships in organizations;
- Demonstrate their understanding of how effective delegation is performed;
- Demonstrate their understanding of role enactment;
- Describe role as the behavioural expectations of a role set;
- Describe self-ideal as a behavioural construct;
- Describe the democratic incumbent, autocratic incumbent, the generous incumbent, the dedicated incumbent, the social-self and the role of each;
- Determine how to delegate responsibility with delegated tasks;
- Determine how to provide support even when the task is overwhelming for the delegatee;
- Determine some exemplifying roles;

- Determine the benefits of delegating, thereby encouraging them to perform delegation whenever necessary;
- Determine the boundary relationship of a role set;
- Determine the importance of a role incumbent's perception and the successful performance of his or her role performance;
- Determine the place of an incumbent's perceived role expectations on his or her role enactment;
- Determine the requisites for delegation to avoid any problem during the process;
- Determine when delegation is inappropriately executed;
- Differentiate social objectives from business objectives;
- Distinguish a role set from a role segment;
- Distinguish among internal, upward, and downward organisational accountability;
- Distinguish between an incumbent's internal and external environments;
- Distinguish between formal and informal organisations;
- Distinguish between informal management and formal management succession charts;
- Distinguish the underlying concepts of delegation, empowerment and decentralization;
- Elucidate the concerns of managers in delegating;
- Employ some tools for effective delegating;
- Enumerate examples of business and non-business organisations;
- Enumerate the concept of internal selection mechanism;
- Enumerate the factors influencing effective delegation;
- Establish the link between role and the external environment;
- Establish the link between role and the internal environment;
- Establish the relationship between delegation and external candidature;
- Establish the relationship between self-ideal and a performance enhancer;
- Establish the right environment for successful delegation;
- Evaluate the performance of the person with whom the job was delegated and the result of the completed assignment;
- Exemplify at least 4 Organisational Roles;
- Exhibit their knowledge of the situations when delegating is effectively executed;
- Explain at least 3 reasons for delegating;
- Explain facets #1 and 2 of authority;

- Explain how managers and subordinates, benefit from delegating;
- Explain how social objectives lead to profitability gain;
- Explain the concept of delegation as internal promotion;
- Explain the concept of role perception;
- Explain the concept of segmental expectations;
- Explain the concept of the role actor or incumbent;
- Explain the importance of delegation in increasing productivity and workflow;
- Explain the organisation's accountability to owners or sponsors, clients, Adopt different approaches in delegating;
- Explore the bases for 'division of labour/work' in organisations and their relation to organisational effectiveness;
- Expound the facet of authority, providing practical examples;
- Express familiarity with the concepts of responsibility, authority, and accountability, as they relate to delegation;
- Identify role segments;
- Identify some organisational tasks and determine how they might be grouped;
- Identify the concerns of managers, in delegating;
- Identify the difference between delegating authority and task;
- Identify the role expectations of social support;
- Identify the set of complimentary relationship in every role;
- Identify at least three tasks that can be delegated;
- Illustrate their knowledge of how to determine the skills required for a specified delegated task;
- Indicate how to address problems in delegation;
- Manage the risk of internal 'sabotage';
- Monitor progress and provide feedback about the delegated assignment;
- Peruse business objectives through social objectives;
- Provide a working definition of accountability;
- Provide at least three different role segments in a defined role set;
- Select the most competent person to undertake atask;
- Set parameters in delegating a task;
- Contribute to a discussion regarding task delegation;
- Suggest how authority might be delegated effectively;
- Suggest how to delegate authority for effective task performance;

- Suggest the constituents of an incumbent's internal environment;
- Suggest the strategies for addressing the problems being experienced by a delegatee;
- Teach delegation skills to team leaders;
- Utilise the techniques to improving delegating skills;
- Vividly explain the relationship between an Incumbent's Role Perception and his or her Role Performance.



Course Contents, Concepts, & Issues.

Dip. Postgraduate Course Outline:
While, so far, we have Provided Pertinent Information, Incorporating Learning Objectives, Duration, Cost, Target Audience, & Coordinator, We have withheld Details of Course Contents, Concepts, & Issues. Delegates will receive the Specifics in attendance, At our International Locations, & Online.



Part 1: The Role Set: Conceptual and Contextual Explorations (1)

Part 2: The Role Set: Conceptual and Contextual Explorations (2)

Part 3: Establishing The Conceptual and Contextual Bases For Organisational Delegation.

Part 4: Exploring Accountability, Authority, Efficiency and Effectiveness in Organisations

Part 5: Factors Necessitating Delegation

Part 6: Contextualising Delegation

Part 7: Planning to Delegate

Part 8: Managerial Support to Delegatee vs. Managerial Control


Part 9: Monitoring Delegatee's Performance

Part 10: Delegatee's Development: Maintaining and Improving Authority and Performance






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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HQ: 122A Bhylls Lane, Wolverhampton, WV3 8DZ, West Midlands, UK
Primary Website = <https://www.hrodc.com>
Prof. Dr. R. B. Crawford, Director.

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.

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.



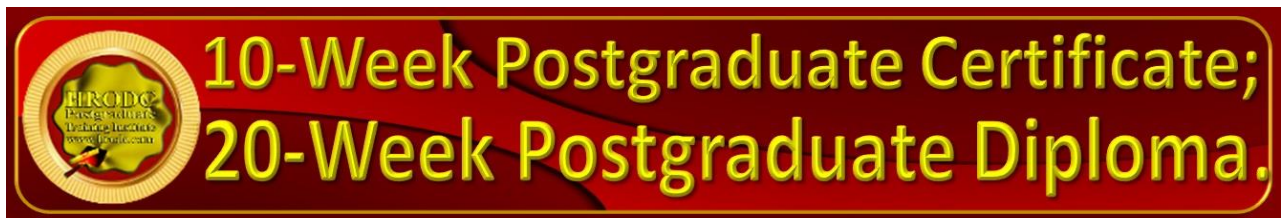
In a move away from the traditional online courses and embracing recent developments in technology-mediated distance education, HRODC Postgraduate Training Institute has introduced a Synchronous (Video-Enhanced) delivery.

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 1st of each month, with the cut-off date being the 20th 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_Contract_Terms_and_Conditions_Service_Details_Delivery_Point_Period_Cancellations_Extinuating_Circumstances_Payment_Protocol_Location.htm)

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

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