

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#219

Leadership and Management Skills

Postgraduate Short Course

Leading To:

DIPLOMA - POSTGRADUATE IN

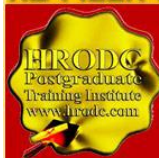
**Leadership and Management Skills, Double
Credit, 60 Credit-Hours**

Accumulating to A

**Postgraduate Certificate, With 120 Additional Credit-
Hours, or A**

**Postgraduate Diploma, With 300 Additional
Credit-Hours**

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



Prof. Dr. Ronald B. Crawford - Director

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



HRODC POSTGRADUATE TRAINING INSTITUTE
A Postgraduate – Only Institution

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

Email:
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122A Bhylls Lane
Wolverhampton
WV3 8DZ
West Midlands, UK

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+44 7736 147 507


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

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

Course Coordinator:

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

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



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

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

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


His responsibilities in these roles included:

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

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For Whom This Course is Designed

This Course is Designed For:

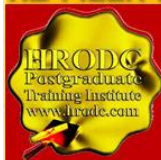
- Senior Managers;
- Middle Managers;
- Junior Managers, and
- Those Enroute to Management;
- All Management Aspirants;
- Lecturers;
- Consultants;
- Leaders;
- Supervisors;
- Organisational Development Practitioners;
- Business Owners.

Classroom-Based Duration and Cost:	
Classroom-Based Duration:	10 Days
Classroom-Based Cost:	£10,000.00 Per Delegate
Online (Video-Enhanced) Duration and Cost	
Online Duration:	20 Days – 3 Hours Per Day
Online Cost:	£6,700.00 Per Delegate

Classroom-Based Course and Programme Cost includes:

- Free Continuous snacks throughout the Event Days;
- Free Hot Lunch on Event Days;
- Free City Tour;
- Free Stationery;
- Free On-site Internet Access;
- Postgraduate Diploma/ Diploma – Postgraduate –or

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Leadership and Management Skills, Leading to Diploma Postgraduate - in Leadership and Management Skills (Double Credit), and 60 Credit-Hours, Accumulating to A Postgraduate Certificate, with 120 Additional Credit-Hours, a Postgraduate Diploma, with -300 Additional Credit-Hours

- Certificate of Attendance and Participation – if unsuccessful on resit.

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


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

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

Delivery Locations:

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

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Leadership and Management Skills Course

Leading to Diploma – Postgraduate – in Leadership and Management Skills (Double Credit) and 60 Credit-Hours, Accumulating to a Postgraduate Certificate, with 120 Additional Credit-Hours, or a Postgraduate Diploma, with 300 Additional Credit-Hours

Course Contents, Concepts and Issues

Part 1: High Performance Leadership (1)

- The Concepts of a 'Leader' and 'Managerial Leader';
- The Leader and Authority;
- The Leader and Influence;
- The Manager and the Conferment of Power;
- The Application of Control and 'Power Cohesion';
- The 'Managerial Leader' and the Ability to Vary Strategy;
- Power as a Recourse of the Managerial Leader;
- Leadership and Interpersonal Relationship;
- Approaches to Leadership;
- Qualities or Traits Approach to Leadership;
- Task and Person Orientation;
- Participative Leadership;
- Transactional Leadership;
- Transformational Leadership.

Part 2: High Performance Leadership (2)

- Contingency or Situational Approaches to Leadership;
- Leaders vs. Non-Leaders In Relation to Confidence and Intelligence;
- Leadership and Extroversion;
- Problems with Traits Approach;
- Social, Power and Achievement Needs and Their Relevance to Leadership;
- 'Task and Leader- Qualities Match';
- The Perceived Consequence of Task Orientation and Reduced Relationship Orientation for Managerial Effectiveness;
- The Consequence of Person or Consideration Oriented Leadership on Employee Satisfaction and Subsequent Staff Turnover;
- Contingent Factors and Leader Effectiveness or Ineffectiveness;
- Perceived Value of 'Democratic Leader Behaviour', Dispensing Participative Leadership;
- Perceived Value of 'Autocratic Leader Behaviour';
- Value of 'Performance Monitoring' to Individual Effectiveness;
- Result Orientation Leadership vs. Process Oriented Leadership;
- Transformational;
- Leadership and Charisma;
- Mission Progress Articulation;
- Leading Through Delegation;
- Subordinates' Perception of Transformational Leadership vs. Transactional Leadership;
- Contingency Approaches to Leadership and the Crucial Nature of an Organisation's Environmental Variables.

Part 3: High Performance Leadership (3)

- Contingency Approaches vs. Universalist Approaches to Leadership;
- Contingency Approaches to Leadership and Their Relationship to Trait and Style Orientations;
- Employee Development or Maturity and Its Relevance to Superior-Subordinate Relationships;
- Superior-Subordinate Relationships as Leader Behaviour;
- Superior-Subordinate Relationships as Control and Influence;
- Superior-Subordinate Relationships as Power and Authority;
- Least Preferred Co-Worker (LPC) – Low and High;
- Characteristics of LPC Managers and Their Relationship to McGregor's Theory X and Theory Y;
- Characteristics of Low Least Preferred Co-Worker (LPC) Managers and Their Relationship to Autocratic Leader Behaviour;
- Characteristics of Low Least Preferred Co-Worker (LPC) Managers and Their Relationship with Theory X;
- Characteristics of Low Least Preferred Co-Worker (LPC) Managers and Their Relationship to Task Control;
- Characteristics of High Least Preferred Co-Worker (LPC) Managers and Their Relationship to McGregor's Theory Y Leader;
- Characteristics of High Least Preferred Co-Worker (LPC) Managers and Their Relationship to Permissive Leader Behaviour;
- Least Preferred Co-Worker (LPC) Leaders and Their Relationship with Production Orientation;
- Least Preferred Co-Worker (LPC) Leaders and Their Perception of the Behaviour That They Need to Exhibit to Achieve Productivity Improvement;
- Least Preferred Co-Worker (LPC) Leaders and the Concept of 'Power Distance';
- Least Preferred Co-Worker (LPC) Leaders and Their Emphasis on Meeting Targets;

- Least Preferred Co-Worker (LPC) Leaders and the Level of Regard They Have For Superior-Subordinate Relationship;
- Relevance of Situational Variables on Leader Behaviour:
 - Leader-Member Relation;
 - Task Structure.

Part 4: The Functions of Management (1)

- The Functions of Management;
- The Management Process: Its Universality;
- Planning: The Basis For The Emanation of Subsequent Functions;
- The Different Types and Levels of Planning;
- Planning as Objective Establishment;
- Planning as a Procedural Issue;
- Organising Process, People and Subsystems;
- Fundamental Issues In Designing Organisations;
- Management Implications For Tall and Flat Structures;
- Basic Organisational Forms:
 - Simple Structure;
 - Functional Structure;
 - Divisional Structure;
 - Matrix Structure.
- Organisational Design as a Function of Organisational Dynamics;
- Important Considerations in Organisational Design;
- Designing For Effective Product/Service Management;
- Designing For Communication Effectiveness;
- Designing For Effective Client/Customer Focus;
- Importance of Vertical and Horizontal Relationships.

Part 5: The Functions of Management (2)

- Directing or Leading;
- Directing or Leading: A Question of Leadership Styles and Administrative Strategies;
- Directing or Leading: Managerial Control vs. Worker Autonomy;
- The Relationship Between Leadership and Worker Motivation;
- Co-Ordinating - Mintzberg's Bases of Co-Ordination;
- Mutual Adjustment;
- Direct Supervision;
- Output;
- Standardisation of Input;
- Standardisation of Work Process;
- Managing Organisations in a Stable Environment;
- Managing Organisations in an Unstable Environment;
- Increased Leisure Time;
- Enhanced Job Satisfaction;
- Reduced Stress;
- More Opportunity to Switch Off After Hours;
- More Room for Forward Planning and Long-Term Solutions;
- Higher Creativity.

Part 6: Decision – Making and Problem Solving

- Understanding Problem Solving;
- Analysing the Problem;
- Developing Effective Problem Statements;
- Determining Causes;
- Simplifying Complex Problems;
- Risk Identification and Management;

- Problem Solving;
- Gathering and Analysing Data;
- Developing Alternatives;
- Evaluating Options;
- Implementing the Solution;
- Monitoring and Managing the Solution;
- Verifying the Solution;
- Using Adaptive Techniques.

Part 7: Motivating Workers (1)

- Directing or Leading;
- The Concept of Motivation;
- Theories of Motivation;
- Content Theories and Some of Their Contributors;
- Maslow's Hierarchy of Needs;
- Analysis of Maslow's Claims;
- McClelland's Studies;
- Taylor: Money & Motivation;
- Motivator-Hygiene Factor: Herzberg's Contribution;
- Process Theories;
- Equity Theory;
- Goal-Setting Theory;
- Expectancy Theory;
- Equitable Reward Systems;
- Reinforcement Theories;
- Reinforcement Theory;
- Motivation & Contingency Theory;
- Designing an Effective Motivation Strategy;
- The Collectivist vs. the Individualist Perspective of Motivation;
- Common Trends in Motivation Theories.

Part 8: Motivating Workers (2)

- Intrinsic and Extrinsic Values of Motivation;
- Motivation and Worker Behaviour;
- The Extent to Which Salary or Wages Inducement Motivate Workers;
- Performance Related Pay (PRP);
- Productivity Bonuses;
- Efficiency Gains;
- Profit Share;
- The Contingency Approach to Motivation;
- Social Differentiation in Motivation;
- Culture Differentiation in Motivation;
- Wealth as a Factor in Motivation;
- Class as an Issue in Motivation;
- Individual Expectation and Motivation;
- Individual Preferences as a Motivating Factor.

Part 9: Organisational Change Management (1)

- Change and Its Inevitability;
- Anticipating The Need For Change;
- Resistance To Change - Latent & Manifest;
- Change Management And Human Resources Implications;
- Internal and External Environmental Analysis—SWOT;
- Internal Environmental Analysis—SW;
- External Environmental Analysis—OT;
- Pertinent Factors Associated With Change Implementation;
- Approaches To Change: Their Merits & Demerits;
- The Big Bang Approach;
- The Incremental Approach;

- Strategies For Effecting Change;
- Influence Change Strategies: When They Should Be Used Or Avoided;
- Control Change Strategies: When They Should Be Used Or Avoided;

Part 10: Organisational Change Management (2)

- Communicating Organisational Change (organizational change);
- Communication Media: Mass or Personalised Communication?;
- Mode and Channels of Communication;
- Getting The Message Right;
- Timing of Communication;
- Who Should Communicate What, When?;
- Use of Groups In Change Process;
- Managing latent and manifest resistance to change;
- Effective, overall, change leadership;
- Leading change implementation;
- Selecting the Appropriate Change Agent – Internal or External;
- Speed of Change;
- Change Acceleration: Averting Organisational (organizational) and Individual casualties;
- Change Tolerance and Individual Stress Levels;
- Managing the External Environment: Improving Perception and Instilling Confidence;
- Stakeholders, generally;
- Shareholders and Funding Agents;
- Customers and Clients;
- Potential Customers and Clients;
- Change Institutionalisation: Returning To Normality.

Part 11: Conflict Management: A Pro-Active Approach to Conflict Resolution

- Conflict as A 'Functional' Mechanism;
- Contact and Communication;
- Superordinate Goals;
- De-Escalation Threshold;
- Apology or Apologia?;
- The Place of Forgiveness in Conflict Resolution;
- The Place of Praise in Conflict Resolution;
- The Use of Tit For Tat in Conflict Resolution;
- The Place of New Resources;
- Decoupling and Buffering;
- The Place of Formal Authority;
- The Use of Compromise in Conflict Resolution;
- The Place Mediation in Conflict Resolution;
- The Place of Interpersonal Skills in Conflict Management;
- Cultural and Gender Differences in Conflict Management;
- Understanding Group Dynamics in Conflict Management.

Part 12: Negotiation, Communication and Effective Presentation

- Defining Negotiation;
- Different Negotiation Approaches;
- 'Role Negotiation' as a Conflict Management Tool;
- Mutual Resolution as Conflict Resolution;
- Collegial Mediation as Conflict Resolution;
- Hierarchical Intervention as Conflict Resolution;
- Communication Styles;
- Elements of the Communication Process;
- Communication with the Organisation;
- Qualities and Competencies of a Good Communicator;

- Presentation Concept and Objectives;
- Key Factors of a Presentation;
- Preparing a Presentation;
- Support Media;
- Winning the Audience during Presentation.

Part 13: Effective Time Management

- 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 Over commitment (Learn to say, “No”);
- 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.

Part 14: Meeting Management

- Creating an Effective Agenda;
- Importance of Agenda;
- Steps For Productive and Effective Meeting;
- Groupthink;
- Team think;
- 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 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.

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

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

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

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

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

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

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

Admission and Enrolment Procedure

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

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

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


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

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

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Introducing Our Video-Enhanced Online Study Mode

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

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


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

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

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- 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.

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

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Leadership and Management Skills, Leading to Diploma Postgraduate - in Leadership and Management Skills (Double Credit), and 60 Credit-Hours, Accumulating to A Postgraduate Certificate, with 120 Additional Credit-Hours, a Postgraduate Diploma, with -300 Additional Credit-Hours achieved, within the designated period. These Credit-Values, awards and their accumulation are exemplified below.

Examples of Postgraduate Course Credits: Their Value, Award Prefix & Suffix – Based on 5-Day Multiples		
Credit Value	Credit Hours	Award Title Prefix (& Suffix)
Single-Credit	30-54	Diploma - Postgraduate
Double-Credit	60-84	Diploma – Postgraduate (Double-Credit)
Triple-Credit	90-114	Diploma – Postgraduate (Triple-Credit)
Quad-Credit	120-144	Diploma – Postgraduate (Quad-Credit)
5-Credit	150-174	Diploma – Postgraduate (5-Credit)
6-Credit	180-204	Postgraduate Certificate
7-Credit	210-234	Postgraduate Certificate (+ 1 Credit)
8-Credit	240-264	Postgraduate Certificate (+2 Credits)
9-Credit	270-294	Postgraduate Certificate (+3 Credits)
10-Credit	300-324	Postgraduate Certificate (+ 4 Credits)
11-Credit	330-354	Postgraduate Certificate (+5 Credits)
12-Credit	360	Postgraduate Diploma
360 Credit-Hours = Postgraduate Diploma		
12 X 5-Day Courses = 360 Credit-Hours = Postgraduate Diploma		
10 X 6-Day Courses = 360 Credit-Hours = Postgraduate Diploma		


Exemplification of Accumulated Postgraduate Certificate and Postgraduate Diploma Award Titles

All Specialist Postgraduate Certificate and Postgraduate Diploma Programmes have their predetermined Award Titles. Where delegates do not follow a Specialism, for accumulation to a Postgraduate Diploma, they will normally be Awarded a General Award, without any Specialist Award Title. However, a Specialist Award will be given, where a delegate studies

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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;**
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;**

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- 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;**
- 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 n 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.

Service Contract, incorporating Terms and Conditions

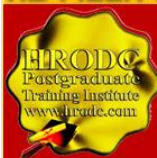
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