

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#166

Managing Community Level Grievance Relations: Dispute Mediation and Resolution

Postgraduate Short Course

Leading To:

DIPLOMA - POSTGRADUATE IN

Community Level Grievance Relations Management, Triple Credit, 90Credit-Hours

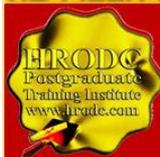
Accumulating to A

Postgraduate Certificate, With 90 Additional Credit-Hours, or A

Postgraduate Diploma, With 270 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.



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Websites:
<https://www.hrodc.com/>
<https://www.hrodc.london>
[postgraduateshortcourses.com/](https://www.postgraduateshortcourses.com/)

Email:
institute@hrodc.com
london@hrodc.com

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

Tel:
+44 1902 763 607
+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/>.

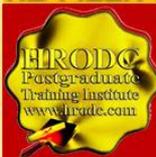
Course Coordinator:

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);

Managing Community Level Grievance Relations: Dispute Mediation and Resolution - Page 2 of 21

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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;

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- Personal Tutor

For Whom This Course is Designed

This Course is Designed For:

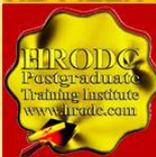
- Community Organisers;
- Community Leaders;
- City/Country Employees;
- Local Officials;
- Public Officers;
- Member of Community Mediation Programme;
- Legal Professionals;
- Those involved in handling disputes in commercial, government, not-for profit or community sectors;
- Anyone involve in their neighbourhood;
- Those desirous of integrating meditative strategies.

Classroom-Based Duration and Cost:	
Classroom-Based Duration:	15 Days
Classroom-Based Cost:	£15,000.00 Per Delegate
Online (Video-Enhanced) Duration and Cost	
Online Duration:	30 Days – 3 Hours Per Day
Online Cost:	£10,050.00 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;

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- Postgraduate Diploma/ Diploma – Postgraduate –or
- Certificate of Attendance and Participation – if unsuccessful on resit.

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

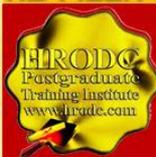
- **Our Branded Leather Conference Folder;**
- **Our Branded Leather Conference Ring Binder/ Writing Pad;**
- **Our Branded Key Ring/ Chain;**
- **Our Branded Leather Conference (Computer – Phone) Bag – Black or Brown;**
- **Our Branded 8-16 GB USB Flash Memory Drive, with Course Material;**
- **Our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

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

Delivery Locations:

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

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Managing Community Level Grievance Relations: Dispute Mediation and Resolution Course

Leading to Diploma – Postgraduate – in Community Level Grievance Relations Management (Triple Credit) and 90 Credit-Hours, Accumulating to a Postgraduate Certificate, with 90 Additional Credit-Hours, or a Postgraduate Diploma, with 270 Additional Credit-Hours

Course Contents, Concepts and Issues

Part 1: Understanding “Conflict”

- Concept of Conflict;
- Resolving and Managing Conflict;
- Sources of Conflict;
- Types of Conflict:
 - Interpersonal Conflict;
 - Inter-Role Conflict;
 - Intra-Role Conflict;
 - Inter-Group conflict (Team Conflict);
 - Intra-Group Conflict (Team Conflict).
- Conflict-Handling Styles.

Part 2: Conflict Management Models

- Early Conflict Management Models;
- Khun and Poole’s Model;
- DeChurch and Marks’s Meta-Taxonomy;
- Rahim’s Meta Model.

Part 3: Conflict Development: An Overview (1)

- Conflict as a Functional Mechanism;
- Contact and Communication;
- Superordinate Goals;
- De-Escalation Threshold;
- Apology for 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.

Part 4: Conflict Development: An Overview (2)

- 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 5: Conflict Development: An Overview (3)

- 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.

Part 6: Grievance Process Procedure

- Step 1 – Grievance Registration:
 - Recording the Grievance into the Grievance Log.
- Step 2 – Grievance Investigation;
- Step 3 – Discussion with Complainant;
- Step 4 – Discussion with the Respondent;
- Step 5 – Grievance Analysis;
- Step 6 – Intervention;
- Step 7 – Attempt at Mutual Dispute Resolution Incorporating Mediation;
- Step 8 – Escalation for Unresolved Conflict;
- Step 9 – Hierarchical Intervention.

Part 7: Understanding Mediation and Dispute Resolution

- Approaches to Managing and Resolving Conflict:
 - The Mediation Process;
 - Defining Mediation;
 - Mediation around the World.
- How Mediation Works:
 - Mediator Roles and Procedures;
 - Variations in Mediator Directiveness and Focus;
 - Mediation, Culture and Gender;
 - The Mediation Process;
 - Mediation Activities;
 - Hypothesis Building and Mediation Interventions;
 - The Stages of Mediation;
 - Factors Influencing Mediation Strategies and Activities.

Part 8: Developing Strategies for Effective Mediation (1)

- Managing Initial Contacts with the Disputing Parties:
 - Tasks of Mediator in Entry Stage;
 - Implementation of Entry.
- Selecting a Strategy to Guide Mediation:
 - The Mediator-Disputant Relationship and Decision Making;
 - The Approach and Arena Discussion;
 - Interest to be Satisfied;
 - Possible Dispute Outcomes;
 - Range of Approaches;
 - Criteria for Selecting an Approach and Arena;
 - Commitment to Approach and Arena;
 - Coordination of Approaches and Arenas.

Part 9: Developing Strategies for Effective Mediation (2)

- Collecting and Analysing Background Information:
 - Framework for Analysis;
 - Data Collection Methods;
 - Direct Observation and Site Visits;
 - Data Collector;
 - Data Collection Strategy;
 - Interviewing Approach;
 - Interview Questions and Listening Process;
 - Conflict Analysis;
 - Presentation of Data and Analysis to Disputing Parties.
- Designing a Detailed Plan for Mediation:
 - Participants in Negotiations;
 - Location of Negotiations;
 - Physical Arrangement of the Setting;
 - Negotiation Procedures;

- Issues, Interest and Settlement Options;
- Psychological Conditions of the Parties;
- Ground Rules and Behavioural Guidelines;
- Developing a Conceptual Agenda for Joint Negotiations;
- Education Parties;
- Possible Deadlocks.

Part 10: Conducting Productive Mediations (1)

- Beginning the Mediation Session;
 - Opening Statement by Mediator;
 - Opening Statements by Parties;
 - Facilitation of Communication and Information Exchange;
 - Building a Positive Emotional Climate;
 - Cultural Variations.
- Defining Issues and Setting an Agenda:
 - Topic Areas and Issues;
 - Identifying and Framing Issues;
 - Factors in Framing and Reframing Issues;
 - Determining the Agenda;
 - Procedural Assistance from the Mediator;
 - Cultural Approaches.

Part 11: Conducting Productive Mediations (2)

- Uncovering Hidden Interests of the Disputing Parties:
 - Problems in Identifying Issues;
 - Procedures for Identifying Interests;
 - Positive Attitudes toward Interest Exploration;
 - Indirect Procedures for Discovering Interests;
 - Direct Procedures for Discovering Interests;
 - Positions, Interests and Bluffs;
 - Identifying and Accepting the Interest and the Agreement;

- Framing Joint Problem Statements in Terms and Interests;
- Cultural Approaches.
- Generating Options for Settlement:
 - Development of an Awareness of the Need for Options;
 - Detachment of Parties from Unacceptable Positions;
 - Strategies for Option Generation;
 - General Procedures for Generating Options;
 - Specific Option-Generation Procedures;
 - Forums for Option Generation;
 - Types of Statement Options.

Part 12: Reaching a Settlement (1)

- Assessing Options for Settlement:
 - The Settlement Range;
 - Recognition of the Settlement Range.
- Conducting Final Bargaining and Reaching Closure:
 - Final Bargaining;
 - Incremental Convergence;
 - Leap to Agreement;
 - Formulas and Agreements in Principle;
 - Procedural Means of Reaching Substantive Decision;
 - Possible Substantive and Procedural Outcomes to a Conflict;
 - Deadlines;
 - Mediators and Deadline Management;
 - Culture, Time and Deadlines;
 - Psychological Closure and Redefinition of Parties;
 - Relations;
 - Cultural Approaches.

Part 13: Reaching a Settlement (2)

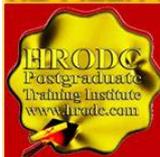
- Achieving Formal Agreement of Settlement:
 - Procedural Closure and Implementation and Monitoring;
 - Criteria for Compliance and Implementation Steps;
 - Monitoring the Performance of Agreements;
 - Cultural Approaches and Monitoring;
 - Provisions and Procedures for Resolving Future Disputes;
 - Reaching Substantive Closure and Formalising the Agreement;
 - Substantive Agreement and Commitment-Inducing Procedures;
 - Closure, Ritual and Symbolic Conflict Termination Activities;
 - Cultural Approaches.

Part 14: Reaching a Settlement (3)

- Strategies for Dealing with Special Situations:
 - Caucuses;
 - Exerting Mediator Influence;
 - Management of the Negotiation Process;
 - Power Balance between Parties;
 - Grand Strategies for Responding to Temporal Sources of Conflict;
 - Approaches for Mediating Disputes Involving Strong Values;
 - Approaches for Responding to Values that Strive to Satisfy Interests;
 - Approaches to Creating New Commonly Held Values;
 - Refer Value Conflicts to a Third Party Decision Maker.
- Strategies for Multiparty Mediation:
 - Negotiations and Teams;
 - Spokesperson Models;
 - Multiparty Negotiations;
 - Teams with Constituents.
- Grievance Process Procedure: Detailed Explanation.

Managing Community Level Grievance Relations: Dispute Mediation and Resolution - Page 12 of 21

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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.

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.

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

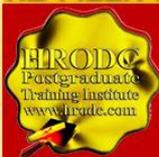
All short courses can accumulate to the required number of Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, over a six-year period from first registration and applies to both general and specialist groupings. In this regard, it is important to note that short courses vary in length, 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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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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at least seventy percent (70%) of his or her courses in a specialist grouping. These are exemplified below:

1. **Postgraduate Diploma in Accounting and Finance;**
2. **Postgraduate Certificate in Accounting and Finance;**
3. **Postgraduate Certificate in Aviation Management;**
4. **Postgraduate Diploma in Aviation Management;**
5. **Postgraduate Certificate in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
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8. **Postgraduate Diploma in Business Communication;**
9. **Postgraduate Certificate in Corporate Governance;**
10. **Postgraduate Diploma in Corporate Governance;**
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21. **Postgraduate Certificate in Health Care Management;**
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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.;
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- 30. Postgraduate Diploma in Leadership Skills;**
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- 32. Postgraduate Diploma in Law – International and National;**
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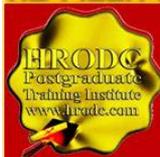
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