

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#227

**Operationalising Strategic Employee
Resourcing: Recruitment and Selection**

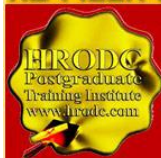
Programme

Leading To:

POSTGRADUATE DIPLOMA IN

**Operationalising Strategic Employee
Resourcing: Recruitment and Selection**

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:
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HRODC Postgraduate Training Institute, A Postgraduate-Only Institution

Our UK Government's Verification and Registration

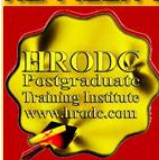
Our Institute is Verified by, and Registered with, the United Kingdom (UK) Register of Learning Providers (UKRLP), of the Department for Education (DfE). Its UK Provider Reference Number (UKPRN) is: 10019585 and might be located at: <https://www.ukrlp.co.uk/>.

Programme 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);
- Teaching Certificate;

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- 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:

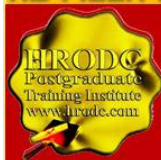
- Doctoral Research Supervisor;
- Admissions Tutor;
- Postgraduate and Undergraduate Dissertation Supervisor;
- Programme Leader;
- Personal Tutor

For Whom This Course is Designed

This Programme is Designed For:

- Human Resource Professionals;
- Human Resource Managers;
- Human Resource Specialists who need to expand their knowledge and expertise in all aspects of human resources management;
- Executives;
- Directors;
- Managers who need current, specialized knowledge;
- Supervisors;
- Experienced managers who are new to the HR field;
- Other mid-level managers pursuing a career change or promotion;
- Business consultants;
- MBA students;
- Those considering entering the field of Human Resource Management Early- to mid-career professionals who need to manage the increasing complexity of interpersonal or organizational dynamics in their jobs;
- Entrepreneurs who want to learn about human resource management;
- Small business owners who do not have in-house professional Human Resource Management expertise.

Classroom-Based Duration and Cost:	
Classroom-Based Duration:	12 Weeks (5 Days per Week)
Classroom-Based Cost:	£45,000.00 Per Student
Online (Video-Enhanced) Duration and Cost	
Online Duration:	20 Weeks – 3 Hours Per Day, 6 Days Per Week
Online Cost:	£30,150.00 Per Student



Classroom-Based 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
- 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.**

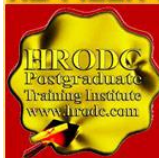
Daily Schedule: 9:30 to 4:30 pm.

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.**

Operationalising Strategic Employee Resourcing: Recruitment and Selection Programme - Page 5 of 35

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**Programme for Comprehensive Employee Recruitment and Selection
Leading to Postgraduate Diploma in
Employee Recruitment and Selection**

Module Number	Pre-existing Course #	Module Title	Page #	Credit Value
1		Comprehensive Employee Resourcing: Resourcing and Selection	7	7
2		E-Recruitment and E-Selection: Online Talent Acquisitions	17	Double
3		The Newcomer in an Organisation: A Strategic Approach	21	Single
4		Managing Individuals and Groups in an Organisation	22	Single
5		Motivating Employees: Intrinsic and Extrinsic Rewards	26	Single

**Comprehensive Employee Recruitment and Selection, Programme
Leading to Postgraduate a Postgraduate Diploma in Employee
Recruitment and Selection**

Programme Contents, Concepts and Issues

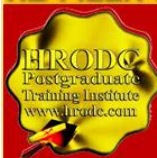
**Module 1:
Comprehensive Employee Resourcing: Resourcing and Selection (7-
Credit)**

M1. Part 1: Essentials of Recruitment and Selection (1)

- Defining Recruitment;
- Reasons to Recruit;
- Approaches to Recruitment:
 - Flexible Approach;

Operationalising Strategic Employee Resourcing: Recruitment and Selection Programme - Page 6 of 35

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- Systems Approach;
- Rigid Approach.
- Alternatives to Recruitment;
- Going Ahead with the Recruitment;
- Recruitment vs. Selection;
- Importance of Recruitment and Selection;
- Types of Recruitment Needs:
 - Planned;
 - Anticipated;
 - Expected.
- Sources of Recruitment:
 - Internal:
 - ✚ Transfers;
 - ✚ Promotions;
 - ✚ Upgrading;
 - ✚ Demotion;
 - ✚ Retired Employees;
 - ✚ Retrenched Employees;
 - ✚ Dependents and Relatives of Deceased Employees.
 - External:
 - ✚ Press Advertisement;
 - ✚ Educational Institute;
 - ✚ Placement Agencies/Outsourcing;
 - ✚ Employment Exchanges;
 - ✚ Labour Contractors;
 - ✚ Unsolicited Applicants;
 - ✚ Employee Referrals;
 - ✚ Recruitment at Factory/Organisation Gate.
- Trends in recruitment:
 - Outsourcing;
 - Poaching;
 - E-recruitment.

M1. Part 2: Essentials of Recruitment and Selection (2)

- Defining Selection;
- Factors to Be Considered for Selecting:
 - Physical Characteristics;
 - Personal Characteristics;
 - Proficiency or Skill and Ability;
 - Competency;
 - Temperament and character;
 - Interest.
- Staff Turnover and Negative and Positive Impact on the Organisation;
- Levels of Individual Commitment of Potential and New Recruits:
 - Moral Commitment;
 - Remunerative Commitment;
 - Calculative Commitment.
- Training, Education, Development as Facilities for New Recruits;
- The Importance of Human Resource Forecasts;
- Methods of Forecasting Human Resource Needs of the Organisation;
- Strategic Operational Review' (SOR) As Prerequisite for Human Resource Forecasting;
- The Legal Bases of Recruitment and Selection;
- Job Design;
- Types of Job Design:
 - Mechanistic Job Design;
 - Biological Job Design;
 - Motivational Job Design;
 - Perceptual Job Design.

M1. Part 3: Systematic Recruitment and Selection Process

1. Job Vacancy Identification

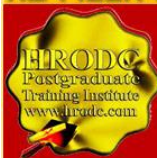
- Alternatives in Cases of Job Vacancy;
- Identifying When the Need to Filling Job Vacancy Arise.

2. Preparing Job Analysis, Job Description and Person Specification

- Defining Job Analysis;
- Who to Involve;
- What You Need to Find Out;
- Job Analysis Methodology:
 - Observation;
 - Diaries and Logs;
 - Job Analysis Interviews;
 - Critical Incident Technique;
 - Repertory Grid;
 - Checklist/Inventory.
- Defining Job Description;
- Advantages of Designing Job Description;
- Parts of a Job Description:
 - Job Summary;
 - List of Job Functions;
 - Requirement Section;
 - Other Information.
- How Job Description Fit into the Broader Employment Picture;
- Defining and Documenting A Position;
- Writing the Job Description:
 - Writing the Job Functions, Responsibilities and Requirements;
 - Writing the Job Summary.
- Sample Job Description;
- Person Specification vs. Job Description;

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- Designing a Person Specification;
- Core Skills;
- Criteria;
- Disqualifiers;
- Prioritising the Criteria.

3. Searching for the Right person to Fill Up the Vacancy

- Job Advertisement;
- Functions of Job Advertising;
- Proper Medium for Job Advertisement;
- What Makes Up an Effective Job Advertising?
- Developing an Effective Job Advertisement: What to Include.
- Headhunting:
 - Defining Head Hunting;
 - Sources for Head Hunting;
 - Internally Driven Head Hunting;
 - Internally Managed Head Hunting;
 - Out Sourcing Head Hunting;
 - The Role of Head Hunting Agencies;
 - The Behaviour of Head Hunting Agencies;
 - Cost Comparison of Internal and External Sourcing of Head Hunting;
 - Valuing Human Capital.

4. Short-listing

- Introduction;
- Steps in Short-listing.

5. Conducting Employment Test

- Psychometric Test;
- Use of Assessment Centre:

- Introduction;
- Why Use Assessment Centres;
- What Happens at an Assessment Centre?
- Observation and Feedback.

6. Arranging Interviews

- Inviting Candidates to Interview;
- Interviewing with Colleagues;
- Scheduling;
- Setting up The Room;
- Telephone Interviewing;
- The CV and Cover Letter.

7. Conducting Interviews

- Main Objectives of a Good Interview;
- Importance of Proper Interview:
 - Reasons to Get It Right;
 - Having a More Diverse Workforce;
 - Complying with Legal Requirements;
 - Creating a Positive Impression.
- Opening the Interview:
 - Putting Candidate at Ease;
 - Introducing the Interview;
 - Checking Facts.
- Structuring the Interview:
 - Competency-Based Interview;
 - Job Description;
 - Creating a Person's Specification;
 - Creating Job Documents.
- Questioning Skills:
 - Types of Questions:
 - ✚ Open Questions;

- ✚ Questions about Competencies and Behaviour;
- ✚ Closed Questions;
- ✚ Leading Questions;
- ✚ Reflective Questions;
- ✚ Question Funnel.
- Looking into the Applicant's Motivations and Aspirations;
- Evading Asking Poor Questions.
- Collecting Evidence;
- Types of Interviewers:
 - The Stickler;
 - The Helper;
 - The Performer;
 - The Prober;
 - The Observer;
 - The Questioner;
 - The Boss;
 - The Avoider.

8. Rating Candidates and Deciding

- Marking Guidelines;
- Behaviours and Rating Scale;
- Deciding Which Candidate to Hire;
- Wash Up with the Colleagues;
- Keeping Candidates on File;
- Deciding Not to Make Any Offers;
- Communicating the Decision;
- Checking References.

9. Health Screening

- Introduction;
- Heck Checks after an Offer has been Made;
- Reasonable Adjustments;

- Exceptions.

10. Reference Check

- Introduction;
- Taking up References;
- Questions Which Can Be Asked in a Reference;
- Unsatisfactory References;
- Personal vs. Company References;
- Other Pre-employment Checks.

11. Selection and Appointment

- Assessing the Job Candidate's Competency;
- The Selection Process;
- Tidying Up;
- Setting In.

M1. Part 4: Human Resource and Occupational Flexibility

Human Resource Audit, Staff Induction and Periodic and Exit Interviews

- Importance of Human Resource Audit;
- Conducting Human Resource Audit;
- Weighting and Using Candidate Assessment Form (CAF);
- The Value of Staff Induction;
- Organising an Induction Programme;
- Running an Induction Programme;
- Periodic and Exit Interviews;
- Conducting Exit Interviews.

Employee Flexibility and Workforce Flexibility

- Alternative Patterns of Work and the Increase in the Non-Standard Contracts:
 - The Different Forms of Worker Flexibility;

- Elements of Workforce Flexibility;
- Numerical Flexibility;
- Functional Flexibility;
- Temporal Flexibility;
- Financial Flexibility;
- Geographical Flexibility;
- Hard and Soft HRM;
- The Flexibility Debate;
- The Concept of the 'Flexible Firm';
- The Strategic Use of Flexible Workers;
- Flexibility Strategies for Economic Development.

British Legislation: The Rights of Disadvantage Groups

- Race Relations Act;
- Disability Discrimination Act;
- Equal pay Act 1970;
- Sex Discrimination Act 1975;
- Employment Rights Act 1996;
- Sex Discrimination (Gender Reassignment) Regulations 1999;
- Disability Discrimination Act 2005;
- Age Discrimination;
- Religion or Belief Discrimination.

Positive Discrimination in UK: The Genuine Occupational Qualification

- Principles of Genuine Occupational Qualification;
- Asserting Genuine Occupational Qualification;
- Examples of Genuine Occupational Qualification.

Criminal Records and Vetting

- Criminal Records Bureau;
- Rehabilitation of Offenders Act of 1974;
- Vetting and Barring Scheme.

Equal Opportunity Monitoring

- Introduction;
- The Importance of Monitoring Observance of Employment Equal Opportunity;
- Positive Action under the Equality Act 2010.

Data Protection Act

- Introduction;
- Relevant Data;
- Express Permission;
- Security of Data;
- The Employment Practices Code;
- Advertising;
- Applications;
- Checking the Information provided;
- Short-listing;
- Interviews;
- Pre-employment Vetting.

Eligibility to Work in UK

- Introduction;
- Eligibility to Work in UK;
- Statutory Excuse;
- Relevant Documents;
- Establishing an Excuse;

- Knowingly Employing Illegal Migrant;
- Employing European Economic Area (EEA) Nationals;
- The Worker's Registration Scheme;
- Non-EU Workers;
- Points Based Assessment;
- Sponsorship Duties.

Module 2: E-Recruitment and E-Selection: Online Talent Acquisitions (Double Credit)

M2. Part 1 – Human Resource Technological Background

- Evolution of the Human Resource Technology Tools;
- The Impact of Technology in the Human Resource Field.

M2. Part 2 – Technology in Talent Acquisition

- Mainframes, PCs, and Client Server Computer Architecture;
- The Internet;
- Software Delivery Models in Transition:
 - Firewall;
 - Application Service Provider (ASP);
 - Software as a Service (SaaS).
- Technology Trends and Software Users and Buyers:
 - Customization;
 - Configuration.
- Software Maintenance.

M2. Part 3 – Managing Online Assessment

- The Role of Professionally Developed Assessments;
- The Value and Risk Effective Talent Acquisitions into Organisations:
 - Rationale of Assessment;
 - Importance of Assessment for the Organisations;
 - Risks Associated with Assessment.
- Measurement Concepts:
 - Validity;
 - Reliability;
 - Types of Measurement Error;
 - Measuring Reliability;
 - Score Interpretation.

M2. Part 4 – Designing Online Recruiting and Testing Systems

- Recruitment and Selection Steps and Website Components:
 - Attracting Candidates through a Careers Site;
 - Describing Jobs and Careers;
 - Collecting Personal Information;
 - Screening;
 - Testing;
 - Simulation-Based Assessment;
 - Interviewing;
 - The Hiring Decision;
 - Tracking Tools.
- Assembling the System;
- Managing the System.

M2. Part 5 – Designing Online Recruiting and Screening Websites

- Acquiring Talent;
- Designing Internet Recruiting Sites;
- General Recruiting Site Components:
 - Employer Overview;
 - Job Information;
 - Profile Matching;
 - Apply Now.
- Designing Online Screening Tools:
 - Resume-Centric Applicant Screening;
 - Questionnaire-Based Applicant Screening.
- Common Risks Associated with Online Screening.

M2. Part 6 – Organizing Automated Tests

- Assessment Tools;
- Considerations for Using Different Types of Assessments:
 - Purpose of Assessment;
 - Program Size;
 - Job Type and Level;
 - Validation Requirements;
 - Legal Defensibility;
 - Resource Planning.
- Technology Considerations for Online Assessment;
- Presentation of Item Content;
- Navigation Features and Functions;
- Examinee Instructions;
- Testing Time;
- Security.

M2. Part 7 – Tracking Tools for Staffing Managers and Recruiters

- Recruiters
- Managers
- HR Specialists

M2. Part 8 – Systems Design and Integration

- Elements for System
- Integration Concepts and Approaches

M2. Part 9 – Handling the Environmental Constraints

- Ensuring Quality in the Deployment of Online Staffing Systems;
- Issues and Challenges:
 - Proctored vs. Unproctored Administration;
 - Test Environment Issues;
 - Technology Issues;
 - Security Issues;
 - Cheating;
 - Unqualified Applicants;
 - Access to Technology;
 - The Candidate Experience.
- Strategies for Managing Online Assessment Systems.

M2. Part 10 – Dealing with Cross-Cultural Employment

- Cross-Cultural Talent Assessment Programs:
 - Administrative Considerations;
 - Measurement Quality Concerns;
 - Professional Challenges;
 - Technology Challenges.
- Techniques for Cross-Cultural Employment.

M2. Part 11 – Protecting Candidate Privacy and Data Security

- European Data Protection Rules;
- Design Considerations for Data and Privacy Protection:
 - Notice;
 - Choice;
 - Onward Transfer;
 - Access;
 - Security;
 - Data Integrity;
 - Enforcement;
 - Other Privacy Rules.
- Internet Data Security:
 - Password Protection;
 - Role-Based Security;
 - History and Log Files;
 - Encryption;
 - Additional Security Considerations.

Module 3: The Newcomer in an Organisation: A Strategic Approach

M3. Part 1 – The Profile of a Newcomer

- Domestic vs. Work Orientation;
- Knowledge and Skill Disorientation;
- Geographic Disorientation;
- Cultural Misappropriation;
- Nostalgia;
- Knowledge Gap;

- Information Bombardment;
- Cognitive Retardation.

M3. Part 2 – Managing Organisational Entry, Orientation and Exit

- Managing Entry into the Organisation;
- Induction Programmes: A Strategic View;
- Pre-Selection Induction;
- Post-Selection Induction;
- Organisational Mentoring and Coaching;
- Transmitting Corporate Values;
- Enhancing the Probationary Experience;
- Managing the Probationary Period;
- Valuing and Exploiting Intellectual Capital: A Strategic Perspective;
- Intellectual Property Rights: Intellectual Property Law;
- Learning from Early Leavers;
- Using Exit Interviews/ Questionnaires;
- Induction;
- Mentoring and Confidentiality;
- Mentoring and Professional Development;
- Selecting Mentors;
- Appointing Mentors;
- Training Mentors.

Module 4: Managing Individuals and Groups in an Organisation (Single Credit)

M4. Part 1 – Team Dynamics: Empowering High-Performance Groups

- Groups: Definition;
- Distinguishing Groups from Aggregations;
- Group Solidarity;
- Group Cohesion;
- Team or Group: A Distinction;
- Team Dynamics;
- Types of Teams;
- Command Teams;
- Committees (Temporary & Standing);
- Task Forces;
- Boards;
- Team Formation:
 - Forming;
 - Storming;
 - Norming/Initial Integration;
 - Performing/Total Integration;
 - Disbandment or Adjournment.
- Purpose of Teams in the Work-Place;
- Team Characteristics;
- The Role Concept: An Introduction;
- How 'True-To-Life' or Realistic Are the Forming and Norming Stages of Team Development;
- Dysfunctional Behaviour in Teams:
 - Aggressiveness;
 - Blocking;
 - Interfering;

- Competing;
 - Seeking Sympathy;
 - Withdrawal; and
 - Special Pleading.
- Inter-Team Conflict;
 - Sources of Inter-Team Conflict;
 - Consequences of Dysfunctional Conflict;
 - Team Decision-Making;
 - Social Identity Theory;
 - Team Building and Maintenance Roles: Improving Team Effectiveness;
 - Encouraging Members;
 - Harmonising;
 - Standard Setting;
 - Gatekeeping;
 - Determining the Optimum Team Size;
 - Providing Team Incentives;
 - Encouraging Conflict;
 - Averting Groupthink;
 - Avoiding the Risky Shift Syndrome;
 - Employing Transactional Analysis;
 - Employing Effective Diversity Management and Discouraging Resonance.

M4. Part 2 – Conflict Management in Organisation

- Role: A Contextual Definition;
- Role Enactors;
- Roles in Organisational and Non-Organisational Settings;
- The Role Set;
- Role Segments;
- Role Expectations;
- Role Sender;
- Conflict and Role Conflict;

- Interpersonal Conflict;
- Interrole Conflict;
- Intra-role Conflict;
- Conflict Management: An introduction:
 - Latent Conflict;
 - Manifest Conflict;
 - Organisational Value of Conflict;
 - Introducing Conflict;
 - Exploiting Conflict.
- Conflict Resolution Methods:
 - Mutual Resolution;
 - Collegial Intervention;
 - Hierarchical intervention;
 - Debriefing in Conflict Situations.
- Role Negotiation: Beyond Worker-Manager Prerogative.

M4. Part 3 – Employee Development – Incorporating Training Needs Analysis

- Rationale for and Definition of Training Needs Analysis (TNA);
- Approaches, Methods and Techniques of Training Need Analysis;
- The Traditional Approach to Training Needs Analysis;
- Job Behaviour and Task Analysis;
- Data is Gathered from Field Observations Using Structured Questionnaires and Formal Interviews;
- Multi-Skilling;
- Knowledge Skills, and Attitudes Development;
- Job, Task and Role Analysis;
- A Strategic Approach to Competency Assessment;
- ‘Supply-Led’ or ‘Pedagogical’ Approach to Training Needs Analysis;
- Demand-Led’ Approach to Training Needs Analysis;
- Behavioural Expectation Scales;
- Focus Groups;

- Action Learning;
- Action Research;
- Process Management;
- Assessment Centres;
- Human Resource Plan;
- Succession Plan;
- Human Resource Audit;
- Critical Incident Reports;
- Individual Performance Appraisal Reports;
- Personnel Deployment Charts;
- Business Plans;
- Strategic Plans;
- Job Evaluation;
- Job Tasks and Role Analysis;
- Client or Customer Feedback.

Module 5: Motivating Employee: Intrinsic and Extrinsic Rewards (Single Credit)

- 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 and Motivation;
 - Motivator-Hygiene Factor: Herzberg's Contribution.
- Process Theories;
- Equity Theory;
- Goal-Setting Theory;
- Expectancy Theory;
- Equitable Reward Systems;

- Reinforcement Theories;
- Reinforcement Theory;
- Motivation and Contingency Theory;
- Designing an Effective Motivation Strategy;
- The Collectivist vs. the Individualist Perspective of Motivation;
- Common Trends in Motivation Theories;
- 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.

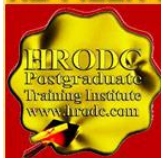
Postgraduate Diploma, Postgraduate Certificate, and Diploma – Postgraduate - Short Course Regulation

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

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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

Operationalising Strategic Employee Resourcing: Recruitment and Selection Programme, Leading to Postgraduate Diploma in Strategic Employee Resourcing: Recruitment and Selection
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;
- 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.

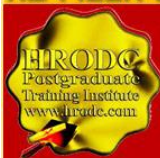
Cumulative Postgraduate Certificate and Postgraduate Diploma Courses

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 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)



Examples of Postgraduate Course Credits: Their Value, Award Prefix & Suffix – Based on 5-Day Multiples		
Credit Value	Credit Hours	Award Title Prefix (& Suffix)
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 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;**
- 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;**

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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;**
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 in 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.

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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.

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