

HRODC Postgraduate Training Institute,



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

#031

**Organisational Design: Structuring
and Restructuring Organisations,
Postgraduate Short Course.**

Leading To:

Diploma – Postgraduate – in

**Organisational Design:
Structuring and Restructuring
Organisations, 36 Credit-Hours.**

**Accumulating to a Postgraduate
Certificate, with 144 additional
Credit-Hours, and a**

**Postgraduate Diploma, with 324
additional Credit-Hours.**



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Prof. Dr. R. B. Crawford - Director

PhD (UCL – Uni London); MEd M. (Uni Bath); PGC IS (Uni West London);
Adv Dip Sc Ed (Uni Bristol); PG Dip Doctoral Research Supervision
(Uni Wolverhampton); F.I.M.S.; HR Specialist (I.M.S.);
Executive M. AOM; M. AAM; M. ISGS; M. SCOS; M. RG.

Programme or Course Coordinator:



Prof. Dr. R. B. Crawford, is the Director of
HRODC Postgraduate Training Institute.

He has the following Qualifications and Affiliations:

- Doctor of Philosophy {(PhD) {University College London (UCL) - University of London}};
- MEd Management (University of Bath);
- Postgraduate (Advanced) Diploma Science Teacher Ed. (University of Bristol);
- Postgraduate Certificate in Information Systems (University of West London, formerly Thames Valley University);
- Diploma in Doctoral Research Supervision, (University of Wolverhampton);
- Teaching Certificate;
- Fellow of the Institute of Management Specialists;
- Human Resources Specialist, of the Institute of Management Specialists;
- Member of the Asian Academy of Management (MAAM);
- Member of the International Society of Gesture Studies (MISGS);
- Member of the Standing Council for Organisational Symbolism (MSCOS);



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

- 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 Course is Designed For:

- Organisational Development (OD) Professionals and Practitioners;
- Human Resource Professionals;
- Managers;
- Supervisor;
- Training and Development Specialists;
- Executive and Management Development Directors;
- Performance Consultants;
- Internal Corporate Consultant;
- Organisational Change Agents;
- Line Managers and Design Teams;
- Department Heads;
- Anyone who wants to build expertise in organizational design and change management.



Course Duration & Cost:

- * Classroom Duration: 6 Days;
- * Online Duration: 12 Days;
- * Classroom Cost: £6,000.00 Per Delegate;
- * Online Cost: £4,020.00 Per Delegate;
- * Group Cost: Varies with its Size.



Classroom-Based Cost Includes:

- Continuous snacks throughout the Event Days;
- Hot Lunch on Event Days;
- City Tour;
- Stationery;
- On-site Internet Access;
- Postgraduate Diploma; Postgraduate Certificate; Diploma – Postgraduate; or
- Certificate of Attendance and Participation – if unsuccessful on resit.



Students & Delegates are Treated to a Selection of Our Branded Complimentary Products, which Include:

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



**Daily Schedule: 09:00 To 16:30
But may Vary, with Location.**



Our Scheduled Delivery Locations Include:

- * Amsterdam, Netherlands;
- * Brussels, Belgium;
- * Central London, UK;
- * Dubai, UAE;
- * Durban, South Africa;
- * Kuala Lumpur, Malaysia; &
- * Paris, France.

Other Locations, & Inhouse, on Request.



Organisational Design: Structuring and Restructuring Organisations Course

Leading to Diploma – Postgraduate – in Organisational Design: Structuring and Restructuring Organisations, 36 Credit-Hours, accumulating to a Postgraduate Certificate, with 144 additional Credit-Hours, and a Postgraduate Diploma, with 324 additional Credit-Hours.

Programme or Course Objectives

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

- Suggest the approaches which might be adopted in designing an organisation;
- Design an organisation adhering to the principles of horizontal and vertical relationship;
- Distinguish between the basic types of structure;
- Appropriately define organisational structure;
- Distinguish between organismic and mechanistic structures;
- Explain the approaches to organisational design;

- Match the organisational design approach with the level of development of the organisation;
- Identify horizontal relationships in organisational design;
- Show the vertical relationships in an organisational chart;
- Indicate the importance of vertical and horizontal relationships in organisational design;
- Illustrate lines of authority in an organisational chart;
- Illustrate communication channels in an organisational chart;
- Discuss the co-ordinating mechanism in a simple structure;
- Name the fundamental organisational structures and their variations;
- Demonstrate an awareness of the fundamental issues associated with Organisational design and their implications for effective organisational functioning;
- Identify an organisational structure from verbal description;
- Distinguish between different organisational structures;
- Provide examples of different bases of divisional structure;
- Distinguish between the different types of matrix structures;
- Illustrate their ability to design an appropriate organisational structure that takes account of contingent internal and external environmental factors;
- Recommend the most appropriate structure for an organisation, taking contingent factors into account;
- Develop an awareness of the relationship between organisational structure and leader and organisational flexibility;
- Translate the positive and negative factors of particular types of structure to the design of an organisation which will enhance the effectiveness of an enterprise;
- Demonstrate their ability to encourage the type of superior-subordinate relationship which will be conducive to organisational success;
- Provide the bases for structural contingencies;
- Illustrate the effect of organisational structure on communication within an organisation.





Programme or Course Contents, Concepts, & Issues

Part 1: Contextualising Organisational Structure

- Defining Organisations
- Social Organisations
- Formal Organisations
- Salient Elements of Organisational Analysis
- Roles,
- Responsibilities,
- Accountability,
 - Internal Accountability
 - Upward Accountability
 - Downward Accountability
- The Organisation's External Accountability
 - Accountability To Owners/Sponsors
 - Accountability To Clients/Users/Customers
 - Accountability To Creditors
 - Accountability To Sector Or Industry
 - Accountability To The State
- Authority,
 - Traditional Authority
 - Charismatic Authority
 - Legitimate Authority
 - Professional Authority
- Power
- Organisational Power Sources
 - Authority
 - Control over resources
 - Control over information, access to and control over the information flow
 - Control over uncertainty
 - Unobtrusive Power
- Delegation



- Bases of Delegation;
- Delegation and Professional Authority;
- Delegation and Superior-Subordinate Relationship;

Part 2: Organisational Design: Typologies and Principles

- An Introduction to Organisational Design
- Approaches to Organisational Design
- Classical Organisational Design
- Bases of Classical Organisational Design
 - Formal authority
 - Rules & regulations
 - Precedent for the establishment of future policy
- Protagonists of the Classical Approach to organisational Design
 - Max Weber
 - Frederick Taylor
 - Henri Fayol
- Neo-Classical Organisational Design
- Protagonists of Neo-Classical Organisational Design
 - Douglas McGregor
 - Rensis Likert
 - Chris Argyris
- Scientific Management to Organisational Design: Mechanistic Approach to Organisational Design
- Human Relations Movement: Humanistic Approach to Organisational Design
- Contingency Approaches to Organisational Design: Structure-Environment Match
 - Organisational Structure for a Stable Environment
 - Organisational Structure for Changing Environment
 - Organisational Structure for Turbulent Environment
- Organisational Structure and Internal and External Relationships
- Levels of Control and Role Specificity
- Mechanistic and Organismic Structures and Their Types of Relationships
- A Case In Point: The Mechanistic Factory Setting



Part 3: Organisational Design Features

- Vertical Relationships in Organisational Design
- Horizontal Relationships in Organisational Design
- Lines of Authority and Accountability in Organisational Design
- Types of Organisational Structure
 - The Simple Structure
 - The Functional Structure
 - The Divisional Structure and Its Internal Relationships
- Bases of Divisionalisation
 - Product Divisional Structure
 - Service Divisional Structure
 - Geographic or Regional Divisional Structure
- The Matrix Structure
 - Divisional Matrix Structure
 - Functional Matrix Structure
- Customised Matrices
- The Divisional Structure Compared with the Functional Structure on the Basis of:
 - Communication,
 - Co-Ordination,
 - Worker Autonomy,
- The Organisation of the Matrix Structure
- Identifying and Designing Organisational Structures

Part 4: Organisational Control, Communication and Decision-making in Matrix and Hierarchical Structures

- Control as an Operational Necessity;
- Control as a Co-ordinating Mechanism;
- Bases of Co-ordinating;
 - Mutual Adjustment
 - Direct Supervision
 - Standardisation of Work Process



- Standardisation of Output
- Standardisation of Input
- Structurally Derived Control System;
- Importance Of Communication In Organisation
- Corporate And Subsystem Needs
 - Programmes
 - Decisions
 - Problems
 - Emergencies And Contingencies
 - Individual, Subsystem And System Needs And Functions.
- Barriers To Communication
 - Language
 - Cultural Differences
 - Power Distance
 - Emotion

Part 5: Empirical Exploration of Organisational Control, Communication Pattern and Decision-making in Matrix and Hierarchical Structures


- Organisational Control: Control Mechanism in the Matrix and Hierarchical Structures
- Control Features in the Matrix Structure;
- Control Mechanism in the Hierarchical Structures;
- Decision-Making and Communication Patterns in Functional Structures;
- Decision-Making and Communication Patterns in Divisional Structure;
- Decision-Making and Communication Patterns in Matrix Structures;
- The Interrelationship between Organisational Design and International Business;
- The Place of the Divisional Structure in International Operations;
- Communication In Organisation: The Problem Of Overload;
- Organisation-wide communication as a feature of relationships: The ability of the organisations to cope with these demands;
- Written information in Matrix and Hierarchic Structures;
- The use of meetings as a medium of communication and a system of management.




Part 6: Organisational Structure and Flexibility: An Empirical Exploration

- Two Elements of Organisational Flexibility:
 - Individual Autonomy;
 - Structurally Derived - Facilitating Response To Environment;
- Factors That determine which organisational activities are established as organisational 'Customs' or 'Practices';
- Norms and Behavioural Expectations;
- The Degree To Which Norms Specify How Organisational Activities Are To Be Conducted;
- The Relationship Between The Type of Organisational Structure In Which Workers Operate, on The One Hand, and the Degrees of Autonomy Which They Have Over Organisational Activities, on The Other;
- The Implication of Structurally Derived Autonomy For The Strategic Flexibility Of Organisations;
- Is Organisation-Wide Flexibility - The Ability Of Corporate Managers To Deal, Swiftly, With Pertinent Issues - Is Structurally Related?;
- Is Managerial Discretion - Freedom To Exercise Discretion In Decision-Making, While Maintaining Workers' Support - Is Structurally Enshrined?;
- Structural Facilitation of Institutionalisation of Ideologies;
- Ideological Growth and Flexibility Constraints;
- Structural Imposition of Expectation for Consultation, when swift and decisive action is required;
- Organisational Structure and Leadership Style: Maintenance of Desirable Superior-Subordinate Relationship;
- The Concept of 'Flexion'?
- Staff deployment as an Issue for Structural Flexibility;
- Structural Implications for Demand for Participation in Decision-making;
- Structure-Cultural Infusion;
- Matrix and Hierarchical Structures: Flexibility or Flexion.






HRODC Postgraduate Training Institute.
Regulation For The Awards of:
*** Postgraduate Diploma;**
*** Postgraduate Certificate; &**
*** Diploma – Postgraduate.**



Diploma – Postgraduate; PG Cert.; &
Postgraduate Diploma Awards

Postgraduate Short Courses are of a minimum of five days' Classroom-Based (10 days' Video-Enhanced Online) but less than 6 weeks' Classroom-Based (less than 10 weeks' Video-Enhanced Online) duration, are referred to as Diploma – Postgraduate. This means that they are postgraduate credits, towards a Postgraduate Certificate and Postgraduate Diploma. Postgraduate Certificate and Postgraduate Diploma represent Programmes of Study, leading or accumulating to Awards bearing their title prefixes. While we, refer to our short studies, detailed above, as 'Courses', those with duration of 6 weeks or 12 weeks In-Classroom (10- and 20-weeks' Video-Enhanced Online) are labelled 'Programmes'. Nevertheless, we conform to popular usage, by often referring to all study durations as 'Courses'. A mark of distinction, though, is that participants in a short course are referred to as 'Delegates', as opposed to the ascription 'Students', which is confined to those studying a Postgraduate Programme.

In line with the above notion, a Postgraduate Certificate might be earned through a 6 weeks' Intensive Classroom-Based Study, or 10 weeks' Video-Enhanced, or Face-To-Face, Online Delivery. Similarly, a Postgraduate Diploma might be studied for 12 weeks In-classroom or 20 weeks Video-Enhanced Face-To-Face. They might also be taken through a blend of both modes, providing that a minimum of 6 and 12 Credits and 180 or 360 Credit-Hours, respectively, are earned. You might Pick and Mix Courses, to create your preferred blend of Disciplines, or follow a predesigned Specialist route. They might accumulate from our



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Postgraduate Short Courses, or through continuous study. [Please click to view and download our List of Specialist Postgraduate Certificate, and Postgraduate Diploma Programmes](#)

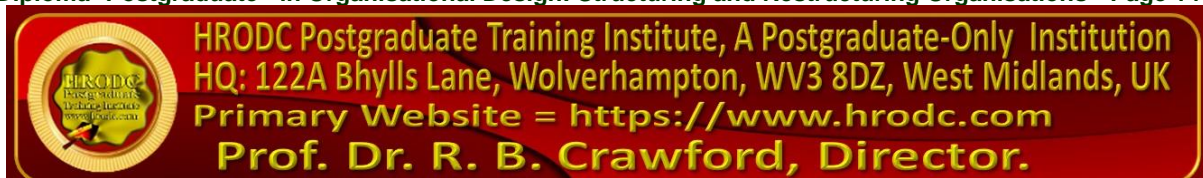


Credit-Hours and Credit-Values, in Diploma – Postgraduate - Award

Credit-Hours are the actual amount of time that a lecturer or tutor spends with his or her students or delegates, in both Classroom-based and Video-Enhanced Deliveries. Each Five-Day Classroom-Based, or a Ten-Day Video-Enhanced (3 hours per day) Course consists of 30 Credit-Hours, while a 6-Day Classroom-based (12day Video-Enhanced) course amounts to 36 Credit-Hours. Because Credit-Values are calculated in multiples of 30 Credit-Hours, 60-89 Credit-Hours have a Double-Credit (2 Credit) value, while 90 Credit-Hours earn a Triple-Credit (3 Credits).

A delegate who successfully completes a Postgraduate Short Course of 30 or more Credit-Hours, but which is less than 180 Credit-Hours (Postgraduate Certificate), is awarded a Diploma – Postgraduate. This Award is assigned Credit-Values and Credit-Hours, as are exemplified by the following:

1. Diploma – Postgraduate – in Organisational Change Management, 30 Credit-Hours;
2. Diploma - Postgraduate - in Trainer Training: Training for Trainers, Double-Credit, 60 Credit-Hours;
3. Conveyancing and Property Valuation: Property Law, Double-Credit, 72 Credit-Hours;
4. Diploma – Postgraduate – in University and Higher Education Administration, Triple-Credit, 90 Credit-Hours;
5. Diploma – Postgraduate – in Tourism and International Relations, Quad-Credit, 120 Credit-Hours.



As in the first example, above, where the Credit-Value is not noted in an Award, it must be assumed that it is a Single-Credit Value.

Postgraduate Diploma Award

A Postgraduate Diploma Award is achieved with a minimum of 360 Credit-Hours, through continuous study, or an accumulation of Credit-Hours.

Postgraduate Certificate Award

A Postgraduate Certificate might be gained with a minimum of 180 Credit-Hours, through continuous study or Credit-Hours' accumulation.

Cumulative Postgraduate Certificate, and Postgraduate Diploma Awards

All Postgraduate Short Courses accumulate to a Postgraduate Certificate and a Postgraduate Diploma, on a 'Pic and Mix' or Specialist basis. This means that we maintain academic records for each delegate, indicating the courses studied, with their Credit-Value and Credit-Hours, as are indicated above, '**Credit-Hours and Credit-Values, in Diploma – Postgraduate – Award**'. The Credit-Hours are aggregated to accumulate to at least 180 and 360 Credit-Hours, for a Postgraduate Certificate and a Postgraduate Diploma, respectively. Each Short Course Award (below a Postgraduate Certificate) indicates both its Credit-Value and Credit-Hours, excepting for Single-Credit.

Accumulated Postgraduate Certificate, and Postgraduate Diploma Awards

All Specialist Postgraduate Certificate and Postgraduate Diploma Programmes have predetermined Award Titles. Delegates who do not follow a specialism, for accumulation to a Postgraduate Certificate and Postgraduate Diploma, receive a Generalist, rather than a Specialist, Award. However, a Specialist Award is given to delegates who studied at least seventy percent (70%) of their courses in a specialist grouping, as are



exemplified above, under the heading **'Postgraduate Diploma and Postgraduate Certificate Specialist Award Titles'**.



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

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

Admission and Enrolment Procedure

- On receipt of all the above documents, they will be forwarded to our 'Admissions Committee', which will assess applicants' suitability for the Course or Programme for which they have applied;
- If they are accepted on their chosen Course or Programme, they will be notified accordingly, and sent Invoices;
- Upon receipt of an applicant's payment, we will send him or her an Official Payment Receipt, and Admission Letter, bearing a copy of the Passport-Type in the respective Application Form.
- Those intending to study in a foreign country, and require a Visa, will be sent the necessary **Immigration Documentation**, to support their application;
- **Joining Instruction** will be sent to Students and Delegates, on time to prepare for their enrolment. The incorporated information include:
 - Venue Name, Location, with specific address;
 - Details of Airport Transfer, where appropriate;
 - Start date and time;
 - Registration details;

- Daily Schedule;
- Local Transportation Details;
- Residential Accommodation Details;
- Leisure and Shopping Facilities, in the area;
- General Security Information; among others.



Because of the intensive nature of our Courses and Programmes, for In-Classroom, and Video-Enhanced Online modes, assessment will take place during or at the end of the **'active teaching period'**, adopting differing formats. These structures include, but are not limited to:

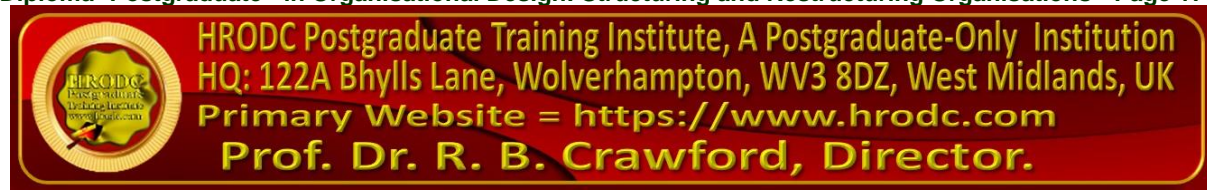
- In-Class Tests;
- Text-Case Analyses;
- Video-Case Analyses;
- 'Out-of-Class' Assignments;
- Individual Presentations;
- Group Presentations; and
- End of Course Examinations.

Based on these assessments, successful candidates will receive either a:

- Diploma – Postgraduate - Award;
- Postgraduate Certificate Award; or
- Postgraduate Diploma Award.

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

Delegates and students who fail to achieve the requirement for Postgraduate Certificate, Postgraduate Diploma, or Diploma - Postgraduate - will be given support for 2 re-submissions



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

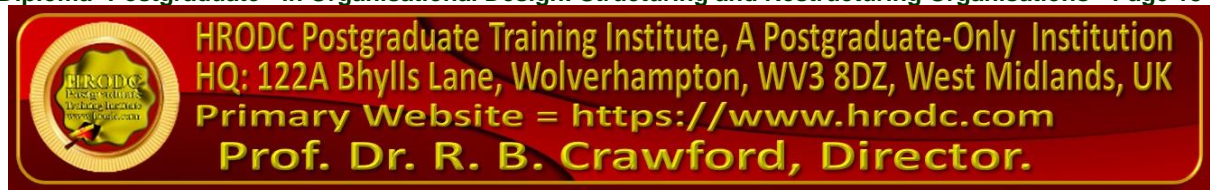


In a move away from the traditional online courses and embracing recent developments in technology-mediated distance education, HRODC Postgraduate Training Institute has introduced a Synchronous (Video-Enhanced) delivery.

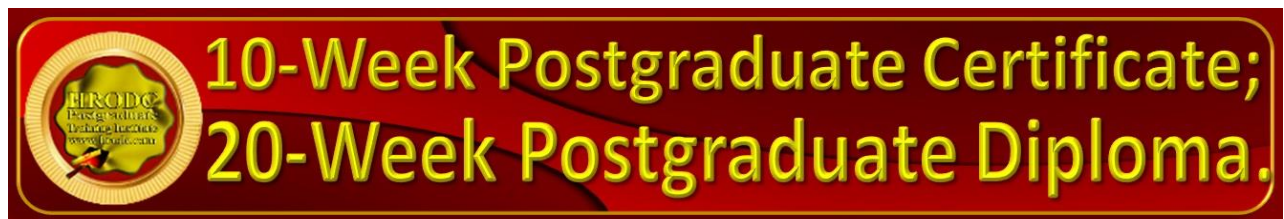
You are taught as individuals, on a one-to-one or one-to-small-group basis. You see the tutor face to-face, for the duration of your course. You will interact with the lecturer, ask, and address questions; sitting examinations, in his or her presence. It is as real as any face-to-face lecture and seminar can be. Choose from a wide range of Diploma – Postgraduate - Courses and an increasing number of Specialist Postgraduate Certificate and Postgraduate Diploma Programmes. You might also accumulate Postgraduate Short Courses, via this mode of study, over a **12-year period**, towards a Postgraduate Certificate or Postgraduate Diploma.

Key Features of Our Online Study: Video-Enhanced Online

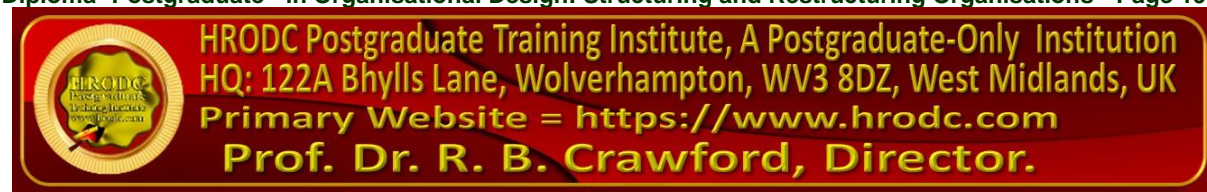
- The tutor meets the group and presents the course, via Video, in a similar way to its classroom-based counterpart;
- All participants can see, and interact with, each other, and with the tutor;
- They watch and discuss the various video cases and demonstrations that form an integral part of our delivery methodology;
- Their assessment is structured in the same way as it is done in a classroom setting;
- The Video-Enhanced Online mode of training usually starts on the 1st of each month, with the cut-off date being the 20th of each month, for inclusion the following month;



- Its duration is twice the duration of its classroom-based counterpart. For example, a 5-day (30 Credit Hours) classroom-based course will last 10 days, in Video-Enhanced Online mode. This calculation is based on 3 hours tuition per day, adhering to the Institute's required 30 Credit-Hours;
- The cost of the Video-Enhanced Online mode is 67% of similar classroom-based courses;
- For example, a 5-day classroom-based course, which costs Five Thousand Pounds, is only Three Thousand Three Hundred and Fifty Pounds (£3,350.00) in Video-Enhanced Online Mode.



You might study an Online Postgraduate Certificate or Online Postgraduate Diploma, in 10 and 20 weeks, respectively, in the comfort of your office or homes, through HRODC Postgraduate Training Institute's Synchronous (Video-Enhanced) Online Delivery. We will deliver the 180 Credit-Hours and 360 Credit-Hours, respectively, in line with our **Regulation**, through 'Direct-Lecturer-Contact', within the stipulated timeframe. We aim to fit the tuition around your work, family commitment and leisure, thereby enhancing your maintenance of an effective 'work-study-life-style balance', at times convenient to you and your appointed tutor.



Service Contract, Inc.: **Terms and Conditions.**

[Click, or copy and paste the URL, below, into your Web Browser, to view our Service Contract, incorporating Terms and Conditions.](#)

https://www.hrodc.com/Service_Contract_Terms_and_Conditions_Service_Details_Delivery_Point_Period_Cancellations_Extenuating_Circumstances_Payment_Protocol_Location.htm

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

You are most Welcome to Visit our Main Website, & SM Pages, to Communicate with, & 'Follow', us.



 **For and on Behalf of:**
Prof. Dr. R. B. Crawford - Director
HRODC Postgraduate Training Institute