

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#256

**Organisational Structure and Design, and
Salient Issues in UK Employment Law**

Postgraduate Short Course

Leading To:

DIPLOMA - POSTGRADUATE IN

**Organisational Structure and Design, and
Salient Issues in UK Employment Law, 36
Credit-Hours**

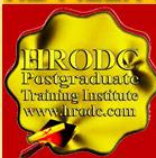
Accumulating to A

**Postgraduate Certificate, With 144 Additional Credit-
Hours, or A**

**Postgraduate Diploma, With 324 Additional
Credit-Hours**

HRODC Postgraduate Training Institute

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



Prof. Dr. Ronald B. Crawford - Director

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



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

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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/>.

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);

Organisational Structure and Design, and Salient Issues in UK Employment Law - Page 2 of 24



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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:

- 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
- 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

Organisational Structure and Design, and Salient Issues in UK Employment Law, Leading to Diploma Postgraduate - in Organisational Structure and Design, and Salient Issues in UK Employment Law, and 36 Credit-Hours, Accumulating to A Postgraduate Certificate, with 144 Additional Credit-Hours, a Postgraduate Diploma, with -324 Additional Credit-Hours

- Entrepreneurs who want to learn about human resource management
- Small business owners who do not have in-house professional Human Resource Management expertise
- Anyone who wants to build expertise in organizational design and change management


Classroom-Based Duration and Cost:	
Classroom-Based Duration:	6 Days
Classroom-Based Cost:	£6,000.00 Per Delegate
Online (Video-Enhanced) Duration and Cost	
Online Duration:	12 Days – 3 Hours Per Day
Online Cost:	£4,020.00 Per Delegate

Classroom-Based Course and Programme Cost includes:

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

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

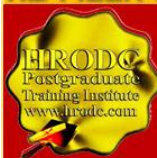
- **Our Branded Leather Conference Folder;**
- **Our Branded Leather Conference Ring Binder/ Writing Pad;**
- **Our Branded Key Ring/ Chain;**
- **Our Branded Leather Conference (Computer – Phone) Bag – Black or Brown;**
- **Our Branded 8-16 GB USB Flash Memory Drive, with Course Material;**
- **Our 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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Organisational Structure and Design, and Salient Issues in UK Employment Law Course

Leading to Diploma – Postgraduate – in Organisational Structure and Design, and Salient Issues in UK Employment Law and 36 Credit-Hours, Accumulating to a Postgraduate Certificate, with 144 Additional Credit-Hours, or a Postgraduate Diploma, with 324 Additional Credit-Hours

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
- Be aware 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
- Define the bases of the 'employer-employee relationship;'
- Determine the purpose, components and parameters of the UK employment law;
- Illustrate the key provisions of the *Employment Act 2002*;
- Explain the role of the *Employment Act 2002* and its *Statutory Instrument 2004*, in averting 'employer-employee repudiation;'
- Identify some of the key issues of the *Employment Relations Act 2004* and their positive and negative effects on their organisational relations;
- Draw on *The Race Relations Act 1976*, *The Race Relations Amendment act 2006*, *The Race Relations Act 1976 - Statutory Duties Order 2001*, *The Disability Discrimination Act 1995*, *The Disability Discrimination Act 1995 - Amendments Regulations 2003*, *The Equal Pay Act 1970*, *The Equal Pay (Amendment) Regulations 1983*, and related Acts and Statutory Instruments, to formulate a legally enshrined Employment Policy;
- Develop Grievance and Disciplinary Procedure which incorporates the statutory minimum requirements;
- Distinguish between instant dismissal and summary dismissal, indicating which levels and type of employee behaviour that might warrant 'on the spot dismissal' that are likely to be upheld by an Employment Tribunal;

- Demonstrate a heightened awareness of the functions, organisation and conduct of UK Employment Tribunal;
- List the statutory information requirement for new employees and their timescale;
- Draw on employment tribunal, employment appeals tribunal and High Court cases in their explanation of 'Frustration of Contract;'
- Use case laws to formulate a 'Standing Plan' which will highlight areas in the employment contract where the issue of frustration of contract can be construed with a high probability of being legally supported;
- Illustrate the fundamental issues that need to be covered by an employment contract;
- Exhibit an understanding of the value of employees as their organisations' Intellectual Property;
- Suggest ways by which their organisations intellectual property might be legally exploited;
- Explain how an organisation might protect its intellectual property;
- Use case laws to determine the issues that determine which copyright an organisation or its employee might own;
- Formulate an organisational policy that protects its intellectual capital, whilst allowing 'Intellectual Property Rights Law' to remain un-infringed;
- Demonstrate an understanding of the *Copyright Design and Patent Act 1988* and how these protect an organisational inventions and emblems;
- Suggest the organisations position in relation to research and development on the one hand, and intellectual property rights on the other;
- Demonstrate an understanding of the legal bases of 'reverse engineering' and the extent to which it might be a copyright infringement;
- Explain the steps that will be able to take to avert, reduce and detect industrial sabotage;
- Explain the steps that will be able to take to avert, reduce and detect industrial espionage; and
- Determine the legal bases of industrial espionage as theft and 'Grand Larceny'.

Course Contents, Concepts and 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: UK Employment Law and Its Sources

- The Common Law;
- UK Legislation;
- European Community Law;
- Human Rights Act 1998.

Part 6: Establishing Employer-Employee Relationship (1)

- Employer-Employee Relations;
- The Employment Rights Act 1996;
- Tenure of Employment;
- Zero Hours Contract;
- The Employment Contract:
 - The Employee's Contract;
 - The Worker's Contract;
 - The Contractor's Contract.
- National Minimum Wage Act (NMWA) 1998;
- The Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000;
- The Fixed-term Employees (Prevention of Less Favorable Treatment) Regulations 2002;
- Statutory Instruments 2014 No. 853 - Terms And Conditions Of Employment - The Enterprise and Regulatory Reform Act 2013 (Consequential Amendments) (Employment) (No. 2) Order 2014;
- The Agency Workers Regulations 2010;
- The Employment Relations Act 1999 (Blacklists) Regulations 2010;
- The Equality Act 2010 (Disability) Regulations 2010;
- The Flexible Working (Eligibility, Complaints and Remedies) Regulations 2002.

Part 7: Establishing Employer-Employee Relationship (2)

- Statutory Instruments 2014 No. 1398 - Terms and Conditions Of Employment - The Flexible Working Regulations 2014;
- Expressed Terms of Employment Contract;
- Generally Implied Terms of Employment Contract;
- Implied Terms of Employment Contract through Common Law;
- Implied Terms of Employment Contract through Statute;

- Formulating the Employment Contract;
- Variation of terms of Employment Contract;
- National Minimum Wage;
- Working Hours and Holidays;
- Breaches of Employment Contract: The Tribunals and Courts;
- The Role of the Advisory, Conciliation and Arbitration Service (ACAS)
- Working Time Regulations 1998 (incorporating Bank Holidays);
- The Employment Act 2002;
- The Employment Act 2002 - Statutory Instrument 2004;
- The Employment Relations Act 2004.

Part 8: Dismissal, Transfer and Redundancy In Employment

- Legal Dismissal Process;
- Wrongful Dismissal;
- Unfair Dismissal;
- Constructive Dismissal;
- Claim for Wrongful Dismissal;
- Complaint of Unfair Dismissal;
- Definition of Redundancy;
- Calculation of Redundancy Payments;
- Redundancy;
- Legal Jurisdiction For Wrongful Dismissal Claim and Unfair Dismissal Complaint;
- Transfer of Workers: Protected Rights;
- Statutory Instruments - 2014 No. 16 - Terms and Conditions Of Employment - The Collective Redundancies and Transfer Of Undertakings (Protection Of Employment) (Amendment) Regulations 2014.

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.

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Introducing Our Video-Enhanced Online Study Mode

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

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

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

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

- 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)
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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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.



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;**
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 n Research Methods;

56. Postgraduate Diploma in Research Methods;

57. Postgraduate Certificate in Risk Management;

58. Postgraduate Diploma in Risk Management;

59. Postgraduate Certificate in Sales and Marketing;

60. Postgraduate Diploma in Sales and Marketing;

61. Postgraduate Certificate in Travel, Tourism and International Relations;

62. Postgraduate Diploma in Travel, Tourism and International Relations.

The actual courses studied will be detailed in a student or delegate's Transcript.

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Prof. Dr. Ronald B. Crawford
Director
HRODC Postgraduate Training Institute