HRODC Postgraduate Training Institute

A Postgraduate-Only Institution

HRODC Postgraduate Training Institute
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#208

Quality Management for Healthcare Reform

Programme

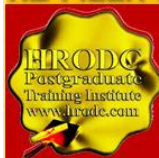## Leading To:

POSTGRADUATE DIPLOMA IN

Quality Management for Healthcare Reform

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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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:

- Quality Managers in the Health and Medical Sectors;
- Medical Staff Services Professionals;
- Medical Staff Officers;
- Healthcare Managers;
- Quality Management Professionals;
- Managed Care Professionals;
- Administrative Support Professionals in the Health and Medical Sector;
- Healthcare Workers;
- Business Consultants.

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.

Quality Management for Healthcare Reform				
Leading to Postgraduate Diploma in Quality Management for Healthcare Reform				
Module Number	Pre-existing Course #	Module Title	Page #	Credit Value
1	208.M1	Quality Assurance and Quality Control Incorporating ISO 9000	6	Quad
2	208.M2	Quality Management in Healthcare	16	Quad
3	208.M3	Utilising ISO 9000 in Healthcare for Quality Systems, Performance Improvement, Clinical Integration and Accreditation	20	Quad

Quality Management for Healthcare Reform, Programme

Leading to Postgraduate a Postgraduate Diploma in Quality Management for Healthcare Reform

Module 1 (Quad Credit)
Quality Assurance and Quality Control Incorporating ISO 9000

M1. Part 1: Quality Assurance and Quality Control

- Quality: A Definition;
- Clients' Quality Consciousness;
- The Law and Development of Quality Assurance;
- Using Quality As A Tool To:
  - Create a Positive Organisational Image;
  - Lower Operational Costs;
  - Reduce or Avert Product or Service Liability Litigation.
- Modern Control Systems;
- Management Information System;
- Computerised Information Systems;
- Information Speed;
- Information Retrieval;
- Management Accounting System;
- The Import- Conversion –Export Process;
- The Import Process;
- The Conversion Process;
- The Export Process;
- Operational Control System;
- Service Operation;
- Process Scheduling;
- Loading;
- Sequencing;

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- Detailed Scheduling;

- Inventory Control;

- Cost Control;

- Quality Control;

- Controlling Utilisation of Organisational Resources;

- Co-Ordaining As a Control Mechanism;

- Mutual Adjustment;

- Direct Supervision;

- Standardisation of Work Process;

- Standardisation of Input-Skills, Knowledge and Attitudes;

- Standardisation of Output;

- Organisational Structure as a Control Function;

- Communication Dissemination;

- Decision Making Involvement;

- The 'In' Inventory;

- The 'Out' Inventory;

- The 'JIT' Inventory System;

- The Kanban System;

- Establishing Quality Objectives;

- Stating Precise Objective;

- Setting Quality Objectives In Relation To Other Organisational Objectives;

- Relating Objectives to Specific Actions;

- Pinpointing Expected Results;

- Specifying When Goals Are Expected to be Achieved;

- Distinguishing between Strategic, tactical and operational Quality Objectives ;

- Establishing a 'Quality-Throughput Accounting Balance';

- Continuous Improvement Programme;

- Just-In-Time (JIT) Compared With Material Requirements Planning (MRP);

- JIT Vs MRP: Component and Material Sourcing Strategy;

- The Quality Benefits of JIT vs. MRP;

- The Quality Issues Involved In JIT and MRP;

- Kaizen or Continuous Improvement;

- Modern Quality Systems;

- The British Standard Institution (BSI) as an International Quality Assessment Body;

- The Fundamental Principles of Total Quality Management (TQM);

- Implementing and Monitoring TQM;

- What is the International Organisation for Standardization (ISO);

- What *International Standardization'* Means;

- How ISO Standards Benefit Society;

- The Hallmarks of the ISO Brand;

- ISO and World Trade;

- ISO and Developing Countries;

- How to Recognize an ISO Standard;

- The Big, Wide World of ISO Standards;

- What Makes ISO 9000 and ISO 14000 So Special;

- What Makes Conformity Assessment So Important;

- ISO9000 as A Quality Framework;

- The ISO9000 Family;

- ISO 1400: An Introduction;

- Planning, Establishing and Monitoring Quality Systems;

- The Perceptual Value of Quality Assurance;

- Establishing Quality Assurance from Quality Objectives;

- Quality Benchmarking;

- Guidelines for Achieving Quality:

    - Philip B. Crosby,

    - W. Edwards Deming,

    - Joseph M. Juran,

    - Shigeo Shingo,

    - Armand V. Eeigenbaum

- Quality and Internal and External Environmental Analysis;

- Quality and Strategic Operational Review;

- Incremental Quality Improvement;

- Identifying Areas for Quality Improvement;

- Communication for Quality Improvement;

- Researches and Development for Quality Improvement.

M1. Part 2: ISO 9000: An Overview

➢ Essential of ISO 9000:

- Understanding ISO 900 Family of Standards;
- ISO 9000 and the Need for:
  - Confidence
  - Capability
- ISO Quality Principles:
  - Customer Focus;
  - Leadership;
  - People Involvement;
  - Process Approach;
  - Systems Approach to Management;
  - Continuous Improvement;
  - Factual Approach to Decision-Making;
  - Mutually Beneficial Supplier Relationships.
- Using the Principles;
- The ISO 9001 Requirements:
  - Basis of the Requirements;
  - Purpose of the Requirements.
- The Basic Management Requirements;
- The Basic Assurance Requirements;
- ISO 9001 and the EU Directives;

➢ Managing Quality Achievement:

- Freedom for Defects or Deficiencies;
- Quality and Conformity to Requirements or Specification;
- Fitness for Use;
- Fitness for Purpose;
- Sustained Satisfaction;
- Satisfactory and Unsatisfactory Quality;
- Attainment Levels of Quality;
- Product and Services: Classified;

- Quality and Price;
- Quality and Cost;
- Quality and Design;
- Quality, Reliability and Safety;
- Quality Characteristics;
- Dimensions of Quality.

➢ Framework of the Standards:

- Generic International Quality Management and Quality Standard Assurance;
- The ISO 9000 Series;
- Definition of Terms:
  - Customer;
  - Product;
  - System;
  - Procedure.
- Going for ISO 9000?
- Business Process Management (BMP).

M1. Part 3: Quality Achievement, Sustenance and Improvement: Adopting the Best Approach

➢ A Flawed Approach:

- Approach to Quality Assurance;
  - Requirement for Doing Business;
  - Seeking Certification;
  - The Acceptance Criteria.
- Approach to System Development:
  - Designed for Auditors;
  - Theory of Variation;
  - The Organisation as a System;
  - Separate from Business;
  - Professional Services;
  - The Exclusive and Inclusive System.
- Approach to Documentation:

- The Document What You Do Approach;
- Documentation;
- Management-led or Customer-led Approach.

- Approach to Measurement:
    - Measure of Effectiveness;
    - Measuring Conformity with Procedures.

- Approach to External Auditors:
    - Tick in the Box Approach;
    - Competence of Auditor;
    - Auditing;
    - Validity of Audit Conclusions.

- Approach to Responsibility for Quality:
    - A Department with Responsibility for Quality;
    - Organisational Freedom;
    - Independent Inspection;
    - The Management Representative;
    - Quality Management Specialists.

- A Systems Approach:
    - System vis-à-vis Quality;
    - System Approach vs. Process Approach.
    - Management Systems:
        - Definition;
        - Multiple Systems;
        - Single System;
        - Systems Integration;
        - Documentation;
        - Risk Management Systems;
        - Management;
        - Systems.
    - System Characteristics:
        - System Boundaries;
        - Vulnerability;

- Connections and Interconnections;
- Interdependencies;
- Utility;
- Interactions;
- Value Chains;
- Supply Chains;
- Delays;
- Reserves;
- Overproduction.
- Systems Model.

➢ A Process Approach:

- Processes vis-à-vis Quality;
- Function Approach vs. Process Approach;
- The Nature of Processes:
  - Process: Definition;
  - Processes vs. Procedures;
  - Types of Processes;
  - The Business Processes;
  - Process Models;
  - Business process Re-engineering;
  - Process in the Excellence Model.
- Principles of Process Management;
- Process Characteristics;
- Process Effectiveness.

➢ A Behavioural Approach:

- Behaviour vis-à-vis Quality;
- Behavioural Approach vs. Other Approaches;
- Customer-Supplier Relationships;
- Employer-employee Relationships:
  - Engaging;
  - Leading;
  - ENRON'S Values;

- Managing;
- Learning;
- Measuring;
- Motivating;
- Communicating.

M1. Part 4: Requirements for Quality Management System Development

➤ Developing a Quality Management System:

- Management System Development;
- Determination of Processes;
- Process Sequence and Interaction;
- Criteria and Methods for Effective Operation and Control;
- Information Availability;
- Resources Availability;
- Process Monitoring, Measuring and Analysing;
- Processes Management;
- Implementing a Quality Management System;
- Maintaining a Quality Management System;
- Continuous Improvement in the Quality Management System and its Processes;
- Outsourcing.

➤ Documenting a Quality Management System:

- Things to be Documented;
- The Quality Manual;
- Scope of the Quality Management System;
- Referencing Procedures in the Quality Manual;
- Interaction Between Processes;
- Documented Procedures and Records;
- Documents Towards Effective Planning, Operation and Control of Processes.

➤ Document Control:

- Control of Documents (Other Than Records):

- Controlling Documents Required for the Management System;
- Document Control Procedures;
- Approval of Document;
- Document Revision;
- Identifying Changes;
- Identifying the Current Revision of Documents;
- Re-approving Documents after Change;
- Ensuring the Availability of Controlled Documents;
- Ensuring Documents are legible and Readily Identifiable;
- Control of External Documents;
- Preventing Unintended Use of Obsolete Documents.

- Control of Records:
  - Controlling Records;
  - Establishing a Records Procedure;
  - Disposition of Records;
  - Accessibility of Records.

M1. Part 5: Requirements on Management Responsibility

- Management Commitment:
  - Commitment to the QMS
- Customer:
  - Customer Requirements;
  - Communicating the Importance of Requirements;
  - Meeting Requirements.
- Quality Policy:
  - Developing Quality Policy;
  - Ensuring Policy is Appropriate;
  - Expressing a Commitment;
  - Providing a framework for Quality Objectives;
  - Ensuring Policy is Communicated and Understood;
  - Ensuring that the Policy is Reviewed.
- Quality Objectives and Planning:

- Quality Objectives:
  - Establishing Objectives;
  - Measuring Quality Objectives;
- Quality Management System Planning:
  - Planning to Meet Quality Objectives;
  - Planning for Change.

➢ Responsibility, Authority and Communication:

- Responsibility and Authority:
  - Definition;
  - Principles;
  - Communication.
- Management Representative;
- Internal Communication.

➢ Management Review:

- Conducting Management Reviews;
- Objectives of the Review;
- Planning the Review;
- Scope of Review;
- Records of Management Reviews;
- Review Inputs;
- Review Outputs.

Module 2 (Quad Credit)
Quality Management in Health Care

M2. Part 1: The Underlying Principles for Quality Management in Healthcare

➢ Changing Healthcare Environment;

➢ Development of Quality Improvement in Healthcare;

➢ Integrated Healthcare Delivery Systems;

➢ Balance between Quality and Access;

➢ Industrial vs. Healthcare Quality;

➢ Problems, Challenges and Quality Issues in Healthcare.

M2. Part 2: Group Practices in Healthcare Quality Improvement

➢ The Concept of Teamwork;

➢ The Functions of Teams in Organisations;

➢ Group Processes Techniques;

➢ Team Building Approaches;

➢ Teamwork towards Higher Quality.

M2. Part 3: Process Orientation in Healthcare

➢ Process Analysis Tools;

➢ Failure Mode and Effects Analysis;

➢ Root Cause Analysis;

➢ Continuous Quality Improvement;

➢ Relationship of Quality Assurance Approaches;

➢ Data Requirements in Quality.

M2. Part 4: Statistical Process Control

➢ Data Analysis Models;

➢ Process Problems and Statistical Process Control (SPC);

➢ Statistical Basis of Statistical Process Control (SPC).

M2. Part 5: Statistical Process Control Approaches

➢ Overview of Data Types;

➢ Charts for Categorical Attributes;

➢ Analysis of Variables Data;

➢ Run Testing In Control Charts;

➢ The Power of Control Charts.

M2. Part 6: Advanced Statistical Applications in Continuous Quality Improvement

- Utilising the Control Chart Selection Diagram.
- Discrete Distributions;
- Statistical Inference;
- ANOVA;
- Regression Analysis;
- Analysis of Means;
- Design of Experiments;
- Sources of Data for Quality Improvement.

M2. Part 7: Clinical Processes

- Development of Clinical Practice Guidelines in Healthcare;
- Use of Clinical Practice Guidelines in Healthcare;
- Developing Clinical Practice Guidelines.

M2. Part 8: Strategic Quality Improvement Implementation

- Deming's 14 Principles Applied to Healthcare;
- Approaches to Implementation;
- Phases of Organisational Change;
- Institutionalisation of Change;
- Balanced Scorecard Approach to Quality Improvement;
- Quality Improvement Implementation in Complex Organisations.

M2. Part 9: Care Management

- ➢ Care Management: A Contemporary Approach;
- ➢ Care Management: A Theoretical Framework;
- ➢ Key Elements of Care Management Programme;
- ➢ Evolution of Care Management Programme;
- ➢ Financial Analysis of Care Management Programme;
- ➢ Provider Involvement in Care Management;
- ➢ Partnerships within the Industry;
- ➢ Future of Care Management.

M2. Part 10: Legal and Regulatory Issues in Quality Improvement

- ➢ Federal Legislation and Regulation;
- ➢ The NCQA;
- ➢ Utilisation Review Accreditation Commission;
- ➢ Joint Commission on Accreditation of Healthcare Organisations;
- ➢ Foundations for Accountability;
- ➢ Malcolm Baldrige National Quality Award;
- ➢ International Organisation for Standardisation 9000;
- ➢ Quality Improvement and Risk Reduction;
- ➢ Regulatory Agencies and the Growth of Quality Improvement in Healthcare.

M2. Part 11: Continuous Quality Improvement in Healthcare

- ➢ Improved Information Management;
- ➢ Healthcare System Integration;
- ➢ Consumerism;
- ➢ Education;
- ➢ Federal and State Government Programmes Emphasis on Quality;
- ➢ Quality Philosophy;
- ➢ Quality Improvement.

Module 3 (Quad Credit)
Utilising ISO 9000 in Healthcare for Quality Systems, Performance Improvement, Clinical Integration and Accreditation

M3. Part 1: Understanding the Quality Management Systems in Health Care

➢ The Process Approach;

➢ Building the System;

➢ Managing the Key Processes;

➢ Improving the Key Processes;

➢ The Quality Management System;

➢ The Value of Quality Management System;

➢ Other Features of Quality Management System.

M3. Part 2: The Quality Manager

➢ Key Roles of the Quality Manager;

➢ Attributes of the Quality Manager;

➢ Attitudes and Abilities for Quality Management;

➢ Key Skills for Quality Management.

M3. Part 3: Customer-Driven Management

➢ Specifications for Management Model;

➢ Customer Driven Management: A Continuous Improvement Process:

● Start-Up Steps;

● Cyclical Steps.

M3. Part 4: ISO Family of Standards

- Principles for Healthcare;
- Individual Standards;
- Customer Focus.

M3. Part 5: Establishing a Quality Management System: Aspects

- Employing a Registrar;
- Management/Leadership Commitment;
- Creating a Quality Policy, Manual and Objectives;
- Identifying and Mapping Key Processes;
- Developing a Controlled Document System;
- Writing Procedures;
- Auditing;
- Staff and Physician Involvement and Education.

M3. Part 6: ISO and the Healthcare Organisational Culture

- Assessment of the Culture of the Organisation;
- Culture and Strategy.

M3. Part 7: Integrating Quality Tools and Techniques into an ISO Quality Management System

- ISO and Other Systems;
- Incorporating Tools for Quality Improvement:
  - Process Mapping;
  - Flow Chart;
  - Fishbone (Cause-and-Effect) Diagram;
  - Brainstorming and Affinity Diagram;

- Pareto Chart;

- Histogram;

- Bar Chart;

- Scattered Diagram

- Statistical Control Chart.

➢ The Malcolm Baldridge National Quality Award;

➢ Methods for Quality Improvement:

  - Plan, Do, Study, Act (PDSA) Methodology;

  - Lean;

  - Six Sigma.

M3. Part 8: Continuous Quality Improvement in Healthcare

➢ Advantages of Continuous Quality Improvement in Healthcare:

  - Intrinsic Motivation;

  - Capturing the Intellectual Capital of Workforce;

  - Reducing Managerial Overhead;

  - Increasing Capacity;

  - Lateral Linkages.

➢ Quality Improvement Strategies:

  - Academic Detailing;

  - Opinion Leaders;

  - Audit and Feedback;

  - Reminder Systems;

  - Patient Education;

  - Case Management;

  - Reengineering;

  - Incentives.

➢ Challenges to Successful Quality Management:

  - Technology;

  - Structure;

  - Psychological Climate;

  - Leadership;

- Culture;

- Legal Issues.

➢ Identifying Customer Expectations and Professional Standards.

M3. Part 9: Quality Measurement

➢ Types of Quality Measures:

- Structural Measure;

- Process Measures;

- Outcome Measures.

➢ Constructing a Measurement:

- Baseline Measurement;

- Trending Measurement;

- Benchmarking.

➢ Desirable Characteristics of Quality Measurement:

- Relevance;

- Evidence-based;

- Reliability or Reproducibility;

- Validity;

- Feasibility.

➢ Quality Measures Interpretation:

- Criterion-Based Measures;

- Opportunity Model.

➢ Programme Evaluation:

- Formative Evaluations;

- Summative Evaluations.

M3. Part 10: Clinical Integration and Quality Management System

- ➢ Aligning Key Documents/Processes;
- ➢ Other Components of Clinical Integration;
- ➢ Specific Features of the ISO 9001 Standard Related to Clinical Integration.

M3. Part 11: ISO 9000 as the Foundation for a Performance Improvement System

- ➢ Using ISO 90001 Standard and Performance Management;
- ➢ Using an ISO Quality Management System to Support Data Collection for the Physician Quality Reporting System (PQRS);
- ➢ The ISO Quality Management System and the Balanced Scorecard/Strategy Map;
- ➢ Patient Safety and Reporting;
- ➢ Risk Assessment;
- ➢ Significant Use.

M3. Part 12: ISO 9001 in a Multi-Specific Clinic

- ➢ ISO 9001 Background and Requirements;
- ➢ ISO Implementation and Costs
- ➢ Cost Savings Attributed to ISO Implementation;
- ➢ Community Benefits of ISO Implementation.

M3. Part 13: ISO 9001 in the Healthcare Organisations: Related Experiences

- ➢ ISO 9001 at the State Department;
- ➢ Accreditation Standards;
- ➢ Rehabilitation Facilities;
- ➢ Hospitals;
- ➢ Current Environment;

➢ Advantages of Using ISO 9001:2008.

M3. Part 14: Use ISO 9001 Concepts in the Community Setting

➢ Community Anticoagulation Therapy (CAT) Clinic and the Cedar Rapids Healthcare Alliance;

➢ A Lean Project for the Community;

➢ Health Information Exchanges;

➢ Patient Safety Organizations (PSOs);

➢ ISO 9001 for Accountable Care Organisations and Population Health Management;

➢ Quality System at the Community Level.

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

Postgraduate Certificate, Postgraduate Diploma, and Diploma – Postgraduate: Their Distinction, Credit Value and Award Title

Postgraduate Short Courses of a minimum of five days' duration, are referred to as Diploma – Postgraduate. This means that they are postgraduate credits, towards a Postgraduate Certificate and Postgraduate Diploma. Postgraduate Certificate and Postgraduate Diploma represent Programmes of Study, leading to Awards bearing their title prefixes. While we, refer to our short studies, of 5 days to five weeks, as 'Courses', those with duration of 6 weeks and more are labelled 'Programmes'. Nevertheless, in line with popular usage, we often refer to all study durations as 'Courses'. Another mark of distinction, in this regard, is that participants in a short course are referred to as 'Delegates', as opposed to the term 'Students', which is confined to those studying a Postgraduate Programme.

Courses are of varying Credit-Values; some being Single-Credit, Double-Credit, Triple-Credit, Quad-Credit, 5-Credit, etc. These short courses accumulate to Postgraduate Certificate, with

a total of 180 Credit-Hours (= 6 X 5-Day Courses or 3 X 10-Day Courses), or Postgraduate Diploma, with a total of 360 Credit-Hours (= 12 X 5-Day Courses or 6 X 10-Day Courses).

Delegates studying courses of 5-7 days' duration, equivalent to 30-42 Credit-Hours (Direct Lecturer Contact), will, on successful assessment, receive the Diploma – Postgraduate Award. This represents a single credit at Postgraduate Level. While 6-day and 7-day courses also lead to a Diploma – Postgraduate, they accumulate 36 and 42 Credit Hours, respectively.

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

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

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

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

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

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

➢ Completed Postgraduate Application Form, including a passport sized picture affixed to the form;

➢ A copy of Issue and Photo (bio data) page of the applicant's current valid passport or copy of his or her Photo-embedded National Identity Card;

➢ Copies of credentials mentioned in the application form.

Admission and Enrolment Procedure

➢ On receipt of all the above documents we will assess applicants' suitability for the Course or Programme for which they have applied;

➢ If they are accepted on their chosen Course or Programme, they will be notified accordingly and sent Admission Letters and Invoices;

➢ One week after the receipt of an applicant's payment or official payment notification, the relevant Course or Programme Tutor will contact him or her, by e-mail or telephone, welcoming him or her to HRODC Postgraduate Training Institute;

➢ Those intending to study in a foreign country, and require a Visa, will be sent the necessary immigration documentation, to support their application;

➢ Applicants will be notified of the dates, location and venue of enrolment and orientation, where appropriate.

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

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

1. Intensive Full-time (Classroom-Based) Mode, lasting 3 months for Postgraduate Diploma, and 6 weeks for Postgraduate Certificate. These durations are based on six hours' lecturer-contact per day, five days (30 hours) per week, for Postgraduate Diploma.

2. Video-Enhanced On-Line Mode. This interactive online mode lasts twenty (20) weeks, for Postgraduate Diploma, and ten (10) weeks for Postgraduate Certificate. Our calculation is based on three hours per day, six days per week.

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

Introducing Our Video-Enhanced Online Study Mode

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

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

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

➢ The tutor meets the group and presents the course, via Video, in a similar way to its classroom-based counterpart.

➢ All participants are able to see, and interact with, each other, and with the tutor;

➢ They watch and discuss the various video cases and demonstrations that form an integral part of our delivery methodology.

➢ Their assessment is structured in the same way as it is done in a classroom setting;

➢ The Video-Enhanced Online mode of training usually starts on the 1st of each month, with the cut-off date being the 20th of each month, for inclusion the following month;

➢ Its duration is twice as long as its classroom-based counterpart. For example, a 5-day (30 Credit Hours) classroom-based course will last 10 days, in Video-Enhanced Online mode. This calculation is based on 3 hours tuition per day, adhering to the Institute's required 30 Credit-Hours;

➢ The cost of the Video-Enhanced Online mode is 67% of similar classroom-based courses;

➢ 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)

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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;**

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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