

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#178

**Strategic Management, Project Management,
Organisational Analysis and Design**

Postgraduate Short Course

Leading To:

DIPLOMA - POSTGRADUATE IN

**Strategic Management, Project Management,
Organisational Analysis and Design, Double-Credit,
60 Credit-Hours**

Accumulating to A

**Postgraduate Certificate,
With 120 Additional Credit-Hours, or A**

POSTGRADUATE DIPLOMA

With 300 Additional Credit-Hours

Strategic Management, Project Management, Organisational Analysis and Change - Page 1 of 28

HRODC Postgraduate Training Institute
HQ : 122A Bhylls Lane, Castlecroft, Wolverhampton, West Midlands WV3 8DZ, UK



Prof. Dr. Ronald B. Crawford - Director

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



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

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West Midlands, UK

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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);
- 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



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For Whom This Course is Designed


This Course is Designed For:

- Board Members;
- Chief Executive Officers (CEOs);
- Chief Financial Officers (CFOs);
- Chief Operations Officers (COOs);
- Entrepreneurs;
- General Managers;
- Joint Operation Facilitators;
- Joint Venture Accountants;
- Junior Managers;
- Managing Directors;
- Middle Managers;
- Project Managers;
- Senior Executives;
- Senior Financial Accountants;
- Senior Management Accountants;
- Senior Managers;
- Senior Petroleum - Oil and Gas – Accountants;
- Senior Public Administrators;
- Strategic Business Unit (SBU) heads;
- Strategic Planners;
- Supervisors;
- Supervisory Board Members;
- Team Leaders;
- All others desirous of enhancing their expertise in the areas of Strategic Management, Project Management, Organisational Analysis and Design.

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Classroom-Based Duration and Cost:	
Classroom-Based Duration:	10 Days
Classroom-Based Cost:	£10,000.00 Per Delegate
Online (Video-Enhanced) Duration and Cost	
Online Duration:	20 Days @ 3 Hours Per Day
Online Cost:	£6,700.00 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.


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.

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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.

Strategic Management, Project Management, Organisational Analysis and Design Course

Leading to Diploma – Postgraduate in Strategic Management, Project Management, Organisational Analysis and Design, Double-Credit, 60 Credit-Hours, Accumulating to A Postgraduate Certificate, with 120 additional Credit-Hours, a Postgraduate Diploma, with 300 additional Credit-Hours

Course Objectives

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


- Demonstrate an understanding of the organisation, as an entity, as opposed to other groups;
- Demonstrate an understanding of the different levels and types of organisations and objectives;
- Formulate project objectives;
- Demonstrate an understanding of the meaning of collegiality within a project management and general organisational setting;
- Demonstrate an understanding of an organisation or its subsystem's need to meet the expectations of the external environment;
- Demonstrate an awareness of the consequences of failure to meet the organisations external accountability;
- Demonstrate an understanding of the importance of delegation;

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- Demonstrate the competence in managing the delegation process effectively;
- View external accountability as the expectations of the organisation by different agencies;
- Demonstrate their understanding of the requirement of different external agents;
- Assess the consequence to the organisation of its failure to meet the requirements of particular agencies;
- Determine the ways in which an organisation might meet its varying accountability requirements;
- Assess the organisation's strengths and weaknesses;
- Determine the opportunities that are available to the organisation and how it might best take advantage of it;
- Analyse the threats that the organisation faces and how they might be circumvented;
- Conduct an effective SWOT analysis, taking account of the political, economic, social, and technological factors into account;
- Analyse their organisation using PEST, PESTEL and LONGPEST factors into account;
- Develop an awareness for their own strengths and weaknesses;
- Develop a strategy for maintaining their strengths while developing their weak areas;
- Determine factors within their work environments that are stressors;
- Manage their workload in such a way that they reduce the negative effects of their associated stressor;
- Manage their time effectively, contributing to individual success and organisational improvement;
- Put forward their points without generating negative reaction from others;
- Manage their interaction with colleagues and managers, in such a way that they get their desired results;
- Define strategic management and explain its five special elements;
- Explain the core areas of strategic management and how they link together;
- Distinguish between process, content and context of a strategy;
- Explain the nature and importance of green strategy;
- Outline the extent to which strategic management differs in public and non-profit organisations;
- Explain the difference between national and international strategic management;

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- Identify the causes of an organisational failure;
- Explain why it is important to study the environment of the organisation;
- Outline the main environmental influences on the organisation and relate the degree of change to prescriptive and emergent strategic approaches;
- Identify the green strategy issues that must be tackled by the organisation;
- Undertake a PESTEL analysis of the general influences on the organisation;
- Understand the implications of market growth and market cyclicity for strategic management;
- Define strategy dynamics;
- Identify the various approaches of strategy dynamics;
- Outline the main considerations in the development of purpose including green strategy;
- Explore the organisation's vision for the future and its strategic implications;
- Analyse the balance of power amongst stakeholders in the organisation;
- Develop a mission for the organisation;
- Define the objectives of the organisation to be achieved by its strategies;
- Outline the chief areas of corporate governance that will influence strategy and decision making at the centre of the organisation;
- Show how ethics and corporate social responsibility shape the purpose of the organisation;
- Design a research project, taking account of important issues;
- Choose sources of information appropriate for the type of research being conducted;
- Assess the value of secondary sources of information as a prelude to the conduct of primary research;
- Choose the methodology that best suits the type of investigation being conducted & appropriate to the research objectives;
- Choose the most appropriate data elicitation techniques, in relation to the sampling frame, sampling unit, sample size & time span, among other factors;
- Advise others of the situations in which participant observation, conversation analysis, documentary analysis, focus groups, interviews & questionnaires, respectively, are appropriate;

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- Design interviews and questionnaires that will elicit information appropriate to the research objectives;
- Design structured and unstructured questions, determining the conditions under which they should be used;
- Design questionnaires and interview schedules, with a mixture of open-ended & closed-ended questions, avoiding forced-choice in the latter;
- Employ appropriate data analysis techniques, based on the type & volume of data available;
- Use SPSS and, or, Excel software packages in analysing data;
- Identifying 'trends' & 'patterns' in information, in an effort to arrive at conclusions;
- Produce effective reports, adhering to conventional styles, presenting evidence from the data, & exploiting visual representations;
- Make research proposals, taking pertinent factors into account;
- Manage research projects, from inception to reporting;
- Identify appropriate roles in research project management & produce realistic costing;
- Design a research project that incorporates a high ethical standard;
- Determine and develop a project life cycle;
- Determine the activities and problems associated with each stage of the project life cycle;
- Be able to conduct an effective cost benefit analysis;
- Determine the cost effectiveness of a project or a stage in its life cycle;
- Demonstrate an understanding of the system's approach to project management;
- View project management in a holistic manner;
- Draw on the concept of 'equifinality' in managing the different project stages;
- Establish an effective planning mechanism that will facilitate effective project implementation;
- Will determine the most effective control mechanism to employ in project management;
- Solicit evaluate and communicate information effectively for the enhancement of project decision making;
- Be aware of the five bases of coordination and determine which is appropriate for a particular situation;
- Determine the factors, which contribute to workers' resistance to change;

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- Suggest the efforts, which an organisation might employ to reduce workers' resistance to change;
- Demonstrate their awareness of change management and human resource implications;
- Distinguish between change strategies and approaches to change;
- Illustrate the advantages and disadvantages of each strategy
- Manage latent and manifest resistance to change;
- Determine the situations when a particular approach might be appropriate;
- Determine the most effective ways of communicating change decisions to workers;
- Illustrate the advantages and drawbacks of group involvement in decisions related to change;
- Design measures, which will ensure change institutionalisation;
- Demonstrate leadership in the implementation of change, whilst avoiding whilst avoiding Human and Organisational Casualties;
- Determine the value of information in project methodology;
- Demonstrate their understanding of different project methodologies, determining their benefits and pitfalls for particular types projects;
- Determine the most appropriate methodology for individual situations;
- Demonstrate an understanding of the concept of motives and their value in organisational and subsystem effectiveness;
- Distinguish between the different sets of motivation theories, notably content, process and reinforcement;
- Demonstrate their ability to translate motivation theory into practice;
- Evaluate the appropriateness of the application of particular theoretical aspects of motivation to specific situations;
- Demonstrate their ability to formulate a comprehensive motivation strategy;
- Critically appraise existing motivation strategy within their organisations, identifying and addressing gaps;
- Formulate a workable motivation strategy;
- Follows the common trends in the popular motivation theories;
- Demonstrate their appreciation of the need for a variance in intrinsic and extrinsic values if motivation;

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- Demonstrate how popular motivation theories have contributed to our understanding of worker behaviour;
- Locate performance related pay, productivity bonuses and other remuneration inducement within existing motivation theory;
- Illustrate how the contingency approach to motivation might be applied to different situations;
- Indicate the part that training and development play in worker motivation;
- Manage the process of motivation, taking account of socio cultural and economic differences;
- Manage the motivation process, taking account of the differences in preferences and expectation of workers;
- Apply the 'equity' theory to work situation from a 'differentiation perspective', rather than an 'equality perspective';
- Have an awareness of the fundamental issues associated with organisational design and their implications for effective organisational functioning;
- Demonstrate their ability to design an appropriate organisational structure that takes account of contingent internal and external environmental factors; and
- Demonstrate their appreciation and understanding of how organisations, and particularly managers, might control, modify or re-engineer their work environment through a study of management/leadership styles, control systems, organisational development and learning.

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Course Contents, Concepts and Issues

Organisational Analysis an Internal View

- Definition of Organisation
- Organisational Objectives,
- The Collegium
- Organisational Tasks
- Division of Work/Labour
- Delegation of Role, Task, Power, Authority in a Project Management and General Organisational Setting
- Responsibility for Task Performance in an Organisation-Wide Context and Project Setting
- Organisational Accountability: Internal and External
- Internal Accountability: Worker Accountability to Team Managers and Project Leaders
- Authority
- Two Facets of Authority
- The Second Facet of Authority
- Traditional Authority
- Legitimate Authority
- Professional Authority
- Power

Organisational Analysis: A Strategic View

- External Organisational Accountability
- Accountability to Owners/Sponsors
- Accountability to Clients/Users/Customers
- Accountability to Creditors
- Accountability to Sector or Industry
- Accountability to the State – Government, Generally; Regulatory Authorities (E.g. Office of Fair Trading, Competition Commission, Trading Standards, Sector Regulators, City Regulators)

Organisational Analysis: A Strategic View

- Organisational Internal Analysis:
- Organisational Strengths and Weaknesses Analysis
- Organisational External Analysis: Opportunities and Threats Analysis
- Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis
- External Global Analysis; Local, National, Global Analyses of PEST Factors or LONGPEST Analysis
- Political, Economic, Social, Technological, European, Legal Analysis or PESTEL Analysis

Methods of Data Gathering


- Questionnaire, Interview and Scalar Checklist Design
- Information Gathering: Documentary Analysis, Conversation Analysis and Interviewing,
- Levels of Participant Observation
- The Complete Participant As Observer: Making 'Detached Observations'
- Information Processing: Data Analysis and Interpretation

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The Individual in a Dynamic Environment

- Individual Strengths and Weaknesses Analysis
- Work Pressure as a 'Stressor'
- Dealing with Work Pressure
- Time Management and 'Accounting Throughput'
- Pragmatic Assertiveness: Improving Your Ability to Question and Challenge

Encouraging Lateral Thinking

- Brainstorming,
- Forced Associations,
- Metaphors,
- Analogies

An Introduction to Strategic Management

- Strategy: A Definition
- The 'Strategy Process'
- What Makes Effective Strategy?
- Defining Strategic Management
- Three Core Areas of Strategic Management
 - Strategic Analysis
 - Strategic Development
 - Strategy Implementation
- Three Elements of the Strategic Decision
- Five Key Elements to Strategy
- Levels of Strategy:
 - Corporate Level
 - Business Level

- What Makes “Good” Strategy?
- Two Main Test Areas for Strategy
 - Application-Related
 - Academic Rigour
- Prescriptive Model of Business Strategy
- Emergent Model of Business Strategy
- What Is Green Strategy and Where Does It Fit In?
- Why Do Companies Fail?

Analysing the Strategic Environment

- Analysis of the Main Elements of the Environment
- Analysing the Strategic Environment
- The Ten Basic Analytical Tools
- Steps in Taking the Analytical Tools
- Customer Profiling
- Segmentation and Positioning
- Analysing the Strategic Environment: The Ten Basic Analytical Tools
- How Do We Analyse The Strategic Environment?
- Five Political Trends That Have Affected Strategic Management
- Government and Industrial Policy

Strategy Dynamics: Prescriptive Purpose Delivered Through Mission, Objectives and Ethics

- What Is Strategy Dynamics?
- Various Approaches of Strategy Dynamics
- Understanding the Organisation’s Purpose
- Developing the Purpose of the Organisation
- Identifying a Vision for the Future

- Coping With Stakeholder Power
- Developing Corporate Governance, Ethics and Corporate Social Responsibility (CSR)
- What is Corporate Governance?
- Ethics and CSR
- Developing The Organisation's Mission and Objectives
- How to Formulate A Mission Statement
- "What's The Difference between Visions, Mission and Objectives?"
- How to Develop Objectives
- Mission and Objectives: Prescriptive and Emergent Approaches
- Purpose and Quality Issues
- Total Quality Management (TQM)

Project Totality: A Systems View of Project Management

Project Life Cycle

- Planning – Conceptualisation, Analysis, Proposal, Justification, Agreement
- Doing – Start-Up, Execution, Completion, Hand Over
- Checking – Review
- Acting – Feedback
- Development of a Project Life Cycle, Project Brief and Proposal
- The Management of Change
- The Systems Approach to Project Management
- The Requirements of Successful Project Management
- Balancing Costs and Benefits
- Managing the Planning Process
- Critical Incident Analysis
- Project Control Mechanism
- The Value Chain: Adding Value to Processes, Products and Processes

- Project Decision-Making
- Project Coordination: The 5 Bases of Co-Ordination
- Developing A CATWOE Focus of Project Management


Project Management: Approaches and Methodologies

- An Introduction to Structured Systems Analysis and Design Method (SSADM)
- Feasibility Study
- Project Definition and Profile
- Deciding on Analytical and Project Approach
- Analytical Toolkit
- Project Methodologies – Iterative Through to Waterfall
- Joint Application Design (JAD)
- Process Re-Engineering
- RUP
- Rapid Application Development (RAD)
- Process Mapping/Modelling
- CASE
- Facilitation/Workshop
- Data Modelling
- Strategy
- Creativity Reviewing
- The Bigger Picture
- Objectivity
- Testing Techniques
- Prototyping
- Cause and Effect Analysis
- Root Cause Analysis

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Motivating Workers in a Project Setting

- Directing or Leading
- The Concept of Motivation
- Theories of Motivation
- Equitable Reward Systems
- Designing an Effective Motivation Strategy
- The Collectivist vs. the Individualist Perspective of Motivation
- Common Trends in Motivation Theories

Organisational Design: Structuring and Restructuring Organisations

- An Introduction to Organisational Design: Approaches to Organisational Design - Classical, Neo-Classical and Contingency Approaches
- Organisational Structure: Internal and External Relationships. Vertical and Horizontal Relationships
- Lines of Authority and Accountability
- The Functional Structure
- The Divisional Structure and Its Internal Relationships
- Basis of Divisionalisation
- The Divisional Structure Compared with the Functional Structure on the Basis of Communication, Co-Ordination, Autonomy, Control and Flexibility
- The Organisation of the Matrix Structure Decision-Making and Communication Patterns in Functional, Divisional and Matrix Structures Compared

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.

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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;

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- For example, a 5-day classroom-based course, which costs Five Thousand Pounds, is only Three Thousand Three Hundred and Fifty Pounds (£3,350.00) in Video-Enhanced Online Mode.

10-Week Video-Enhanced Online Postgraduate Certificate and 20-Week Video-Enhanced Online Postgraduate Diploma

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


Cumulative Postgraduate Certificate and Postgraduate Diploma Courses

All short courses can accumulate to the required number of Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, over a six-year period from first registration and applies to both general and specialist groupings. In this regard, it is important to note that short courses vary in length, the minimum being 5 days (Diploma – Postgraduate) – equivalent to 30 Credit Hours, representing one credit, as is tabulated below.

On this basis, the definitive calculation on the Award requirement is based on the number of hours studied (aggregate credit-value), rather than merely the number of credits achieved. This approach is particularly useful when a student or delegate studies a mixture of courses of different credit-values.

For those delegates choosing the accumulative route, it is advisable that at least one or two credits be attempted each year. This will ensure that the required 180 Credit-Hours and 360 Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, respectively, are

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achieved, within the designated period. These Credit-Values, awards and their accumulation are exemplified below.

Examples of Postgraduate Course Credits: Their Value, Award Prefix & Suffix – Based on 5-Day Multiples		
Credit Value	Credit Hours	Award Title Prefix (& Suffix)
Single-Credit	30-54	Diploma - Postgraduate
Double-Credit	60-84	Diploma – Postgraduate (Double-Credit)
Triple-Credit	90-114	Diploma – Postgraduate (Triple-Credit)
Quad-Credit	120-144	Diploma – Postgraduate (Quad-Credit)
5-Credit	150-174	Diploma – Postgraduate (5-Credit)
6-Credit	180-204	Postgraduate Certificate
7-Credit	210-234	Postgraduate Certificate (+ 1 Credit)
8-Credit	240-264	Postgraduate Certificate (+2 Credits)
9-Credit	270-294	Postgraduate Certificate (+3 Credits)
10-Credit	300-324	Postgraduate Certificate (+ 4 Credits)
11-Credit	330-354	Postgraduate Certificate (+5 Credits)
12-Credit	360	Postgraduate Diploma
360 Credit-Hours = Postgraduate Diploma		
12 X 5-Day Courses = 360 Credit-Hours = Postgraduate Diploma		
10 X 6-Day Courses = 360 Credit-Hours = Postgraduate Diploma		

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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;**

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- 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;**

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- 47. Postgraduate Certificate in Project Management;**
- 48. Postgraduate Diploma in Project Management;**
- 49. Postgraduate Certificate in Public Administration;**
- 50. Postgraduate Diploma in Public Administration;**
- 51. Postgraduate Certificate in Quality Management;**
- 52. Postgraduate Diploma in Quality Management;**
- 53. Postgraduate Certificate in Real Estate Management;**
- 54. Postgraduate Diploma in Real Estate Management;**
- 55. Postgraduate Certificate in Research Methods;**
- 56. Postgraduate Diploma in Research Methods;**
- 57. Postgraduate Certificate in Risk Management;**
- 58. Postgraduate Diploma in Risk Management;**
- 59. Postgraduate Certificate in Sales and Marketing;**
- 60. Postgraduate Diploma in Sales and Marketing;**
- 61. Postgraduate Certificate in Travel, Tourism and International Relations;**
- 62. Postgraduate Diploma in Travel, Tourism and International Relations.**

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

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