HRODC Postgraduate Training Institute

A Postgraduate-Only Institution

#261

Strategic and Operational Human Resource Management in an International Context

Postgraduate Short Course

Leading To:

DIPLOMA - POSTGRADUATE IN

Strategic and Operational Human Resource Management in an International Context, Double Credit, 60 Credit-Hours

Accumulating to A

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

Postgraduate Diploma, With 300 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.

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);

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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;

➢ Personal Tutor

For Whom This Course is Designed
This Course is Designed For:

- Business Consultants;
- Employee Development Managers;
- Experienced Managers who are new to Human Resource Management;
- Human Resource (HR) Consultants;
- Human Resource (HR) Directors;
- Human Resource (HR) Executives;
- Human Resource (HR) Generalists;
- Human Resource (HR) Managers;
- Human Resource (HR) Planners;
- Human Resource (HR) Professionals;
- Human Resource (HR) Recruitment Specialists;
- Human Resource (HR) Strategists;
- Human Resource Development (HRD) professionals;
- Human Resource Development (HRD) Specialists;
- Human Resource Management (HRM) Specialists;
- Human Resource Managers;
- Human Resource Professionals;
- Human Resource Specialists who need to expand their knowledge and expertise in all aspects of human resources management;
- Junior Managers;
- Line Managers;
- Middle Managers;
- Organisational Development Specialists;
- Senior Mangers;
- Small business owners who do not have in-house professional Human Resource Management expertise;
- Talent Management Officials;
- Training Coordinators and Administrators;

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- ➢ Training Managers;

- ➢ Venture Capitalists;

- ➢ 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;

- ➢ All others who are desirous of mastering the Employee Resourcing Process. Specifically, those who are concerned with Workforce Planning; Human Resource Recruitment; Human Resource Selection; Human Resource Strategising.

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**;

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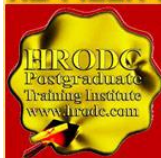
- ➢ **Our Branded Leather Conference (Computer – Phone) Bag – Black or Brown**;

- ➢ **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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Strategic and Operational Human Resource Management in an International Context Course

Leading to Diploma – Postgraduate – in Strategic and Operational Human Resource Management in an International Context (Double Credit) and 60 Credit-Hours, Accumulating to a Postgraduate Certificate, with 150 Additional Credit-Hours, or a Postgraduate Diploma, with 300 Additional Credit-Hours

Course Objectives

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

➢ Calculate the Return on Investment (ROI) in Education, Training and Development;

➢ Demonstrate a heightened knowledge of how training needs might be devised from Strategic Plans;

➢ Demonstrate an appreciation of the importance of welfare in the development of Personnel Management and Human Resource Management;

➢ Demonstrate an awareness of the importance of Delegation in Human Resource & Organisational Development;

➢ Demonstrate awareness of the importance of communication in the process of Human Resource Management;

➢ Demonstrate their ability to conduct a Human Resource Audit;

➢ Demonstrate their ability to design an effective Employee Resourcing Strategy;

➢ Demonstrate their ability to determine the type of commitment that motivate particular individuals to join an organisation;

➢ Demonstrate their ability to lead a recruitment and Selection Team;

➢ Demonstrate their ability to manage recruitment and selection within a 'resourcing context'.

➢ Demonstrate theirunderstanding of distinction between Personnel Management and Human Resource Management;

➢ Design a Job Description;
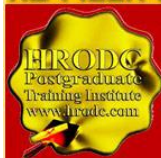
- ➢ Design a Personnel Specification;

- ➢ Design and Weight a Candidate Assessment Form (CAF);

- ➢ Determine the factors influencing Human Resource Planning;

- ➢ Determine the factors that Delegatees should ascertain before delegating tasks;

- ➢ Determine the links between corporate planning and human resource planning;

- ➢ Determine the organisation's opportunity costs in providing Education, Training and Development for its Employees;

- ➢ Determine the resources necessary to enhance individual and team performance;

- ➢ Determine the support that Delegators should give to their Delegatees, during their performance of the specified tasks.

- ➢ Determine when there is a need to review an organization human resource plans;

- ➢ Develop a Strategy to manage poor performance.

- ➢ Discuss the major issues associated with Delegation;

- ➢ Discuss, with confidence, the factors that are associated with poor performance;

- ➢ Distinguish between Education, Training and Development;

- ➢ Elucidate the benefits of Delegation to Delegatees;

- ➢ Elucidate the concerns of managers in delegating;

- ➢ Exhibit confidence in Delegating;

- ➢ Exhibit their ability to take appropriate measures to improve Individual and Team Performance;

- ➢ Explain the process and value of Human Resource Audit;

- ➢ Explain the underlying concept of Investors in People (IIP);

- ➢ Illustrate, vividly, how the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Factors impinge on Employee Resourcing, incorporating Human Resource Planning;

- ➢ Indicate the significant aspects in the Development of Personnel Management and Human Resource Management;

- ➢ Link Employee Resourcing with Business and Organisational Development;

- ➢ Locate Performance Management in an appropriate context;

- ➢ Suggest the importance of Human Resource Planning in Organisation Management.

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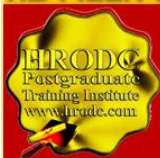
Course Contents, Concepts and Issues

Part 1: From Personnel to Human Resource Management: A Strategic Development

- ➢ A Distinction between Personnel Management and Human Resource Management;

- ➢ The advent of Welfare Management;

- ➢ The role of Joseph Rowntree in Industrial Welfare Development;

- ➢ The Development of Professional Personnel and Human Resource Management;

- ➢ Concerns of Personnel Management:

  - ● Recruitment and Selection;

  - ● Workers' Welfare and Benefits;

  - ● Industrial Relations;

  - ● Staff Appraisal;

  - ● Training and Development.

- ➢ The strategic significance of Human Resource Management;

- ➢ Concerns of Human Resource Management:

  - ● Recruitment;

  - ● Selection;

  - ● Motivation;

  - ● Human Resource Planning;

  - ● Workforce Management Strategy;

  - ● Flexible Working Strategy

- ➢ The rationale for Human Resource Planning (HRP);

- ➢ The link between HRP and Corporate Planning;

- ➢ Human Resource Forecasting (HRF);

- ➢ Designing, implementing and reviewing the effectiveness of HRP;

- ➢ The role of Employee Resourcing in Corporate Strategies and Goals;

- ➢ The role of internal and stakeholders in the Employee Resourcing process;

- ➢ Emergent and Contingency Approaches to Employee Resourcing;

- ➢ The role of Employee Resourcing in Business and Subsystem Strategy;

- ➢ The role of Employee Resourcing in the Development of Organisational Strategy;

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➢ Organisational Strategy and Employee Resourcing Strategy Compatibility.

Part 2:Strategising Employee Resourcing

➢ Logicalising Internal and External Selection Processes;

➢ Internal and External Selection Processes as an Organisational Development Phenomena;

➢ Rationalising Internal Selection as a Process;

➢ Staff Turnover and its Negative and Positive Impact On the Organisation;

➢ Recruitment and Selection as a Resourcing Activity;

➢ The Importance of Human Resource Forecasts;

➢ Methods of Forecasting Human Resource Needs of the Organisation;

➢ The Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Factors, in the External Uncontrollable Environment and how they impinge on Employee Resourcing, incorporating Human Resource Planning;

➢ Strategic Operational Review' (SOR) As Prerequisite for Human Resource Forecasting;

➢ Importance of Human Resource Audit;

➢ Conducting Human Resource Audit;

➢ Personnel Deployment Chart (PDC);

➢ Management Succession Chart (MSC);

➢ Job Analysis;

➢ Job Description;

➢ Personnel Specification;

➢ Market Targeting;

➢ Designing and Placing Advertisement;

➢ Designing a Candidate Assessment Form (CAF);

➢ Weighting and Using a Candidate Assessment Form (CAF);

➢ Non-Conventional Personnel Selection;

➢ Short Listing Candidates;

➢ Conducting Selection Interviews;

Part 3: Motivation in Human Resource Management (1)

- ➢ Directing or Leading: Setting The Stage;

- ➢ The Conceptual Bases of Motivation;

- ➢ Theoretical Bases of Motivation: An Overview;

- ➢ Distinguishing Between Knowledge and Skills;

- ➢ Competence and Performance: A Conceptual Exploration;

- ➢ Is there a Definitive Relationship between Competence and Motivation?

- ➢ Content Theories and Some of Their Contributors:

- ➢ Maslow's Hierarchy of Needs;

- ➢ Analysis of Maslow's Claims;

- ➢ McClelland's Studies;

- ➢ Taylor: Money and Motivation;

- ➢ Motivator-Hygiene Factor: Herzberg's Contribution.

- ➢ Process Theories;

- ➢ Equity Theory;

- ➢ Goal-Setting Theory;

- ➢ Expectancy Theory;

- ➢ Equitable Reward Systems;

- ➢ Reinforcement Theories.

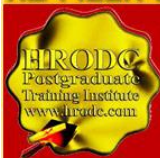## Part 4: Motivation in Human Resource Management (2)

- ➤ The Extent to Which Salary or Wages Inducement Motivate Workers;
- ➤ Performance Related Pay (PRP);
- ➤ Productivity Bonuses;
- ➤ Efficiency Gains;
- ➤ Profit Share;
- ➤ Social Differentiation in Motivation;
- ➤ Culture Differentiation in Motivation;
- ➤ Wealth as a Factor in Motivation;
- ➤ Class as an Issue in Motivation;
- ➤ Individual Expectation and Motivation;
- ➤ Individual Preferences as a Motivating Factor;
- ➤ Designing an Effective Motivation Strategy.

Part 5: Diversity Management and Its Importance in Human Resource Management (1)

- ➤ The Concepts of Equal Opportunities and Diversity Management;
- ➤ Equal Opportunities in Employment and the British Legislation;
- ➤ Exploring Workforce Diversity;
- ➤ Cultural Diversity, Generally;
- ➤ Gender Diversity;
- ➤ Racial Diversity;
- ➤ Ethnic Diversity;
- ➤ Age Diversity;
- ➤ Perceptual and Mental Diversity;
- ➤ Physical Diversity;
- ➤ Sexuality Diversity;
- ➤ Sentience as a Basis for Racial, Ethnic and Gender Discrimination;
- ➤ Racial, Ethnic and Gender Discrimination: The Social Identity Perspective;
- ➤ Gender and Sex Discrimination;

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- ➢ Age Discrimination (Ageism and Reverse Ageism);

- ➢ Disability Discrimination;

- ➢ Racial Discrimination;

- ➢ Discrimination as Social Identity;

- ➢ Understanding and Dealing with Sentience;

- ➢ Diversity Mismanagement and Its Consequence for Organisational Survival: Some Case Examples;

- ➢ Beyond Equal Opportunities: Towards Diversity Management;

- ➢ Diversity Management and Effective Human Resource Utilization;

- ➢ Constitution of Committees and Task Forces;

- ➢ Gate Keeping: Avoiding 'Resonation';

- ➢ Utilizing Marketing Intelligence;

- ➢ Activities Necessary for an Effective Management of Organisational Diversity: Managing Organisational Culture;

- ➢ Ensuring Human Resource Management System Is Bias Free;

- ➢ Managing Diversity through Recruitment, Training, Education & Development;

- ➢ Managing Diversity in Appraisal, Compensation and Benefits;

- ➢ Promotion;

- ➢ Creating a Higher Career Involvement of Women: Eliminating Dual Career Routes;

- ➢ Managing Diversity through the Prevention of Subtle Sexual Harassment;

- ➢ Managing Racial, Ethnic and Gender Diversity through the Elimination of the Opportunities for Discrimination That Are Created by the 'Complaints System';

- ➢ Reducing Work-Family Conflict;

- ➢ Promoting Heterogeneity in Race, Ethnicity, Nationality

- ➢ Being Mindful of the Effect of Homogeneity on Cohesiveness and Groupthink;

- ➢ Effective Diversity Management and Organisational Success;

- ➢ Some Effective Diversity Initiatives;

- ➢ Mummy Tracks;

- ➢ Granny Crèche;

- ➢ Employment of Older People;

- ➢ Example of Organizations with Diversity-Enhanced Environments.

Part 6: Diversity Management and Its Importance in Human Resource Management (2)

- ➢ Wall Street Journal:
  - Lockheed Martin Aeronautics Company;
  - Clairol;
  - Quaker Oats;
  - IBM;
  - Ciba-Geigy;
  - Pacific Telesis;
  - Mercedes Benz;
  - Levi Strauss;

- ➢ Managing Cultural Differences: Promoting An Understanding Of Sensitivity   Towards Differences Existing Among Workers, e.g. in:
  - Culture;
  - Gender;
  - Ethnicity;
  - Race;
  - Sexuality;
  - Age;
  - Disability;

- ➢ Taking Advantage of the Opportunities Which Diversity Provides;

- ➢ Organisational Diversity and the Issue of 'Sentience';

- ➢ Relationship Management;

- ➢ Diversity Management, Workforce Flexibility and Flexible Working Practices;

- ➢ Developing, Monitoring and Enforcing Equal Opportunities and Diversity Policies;

- ➢ The Adaptation of a Leadership Style That Is Conducive To an Effective Diversity Management System.

Part 7: Delegating For Organisational Effectiveness

➢ What is Delegation?;

➢ Advantages of Delegation to Delegates;

➢ What Might Be Delegated?;

➢ Benefits of Delegation to Delegates;

➢ Prerequisites for Effective Delegation;

➢ Support Necessary during Task Performance;

➢ Importance of Communication in Delegation;

➢ Importance of Power and Authority in Delegation;

➢ Problems of Ineffective Delegation.

Part 8: Education, Training and Development as Investment

➢ Difference between Education, Training and Development;

➢ Education, Training and Development, and 'Opportunity Cost';

➢ Education, Training and Development for 'Efficiency Gains';

➢ Defining Efficiency Gains;

➢ Measuring Efficiency Gains;

➢ Improving Efficiency Gains;

➢ Training as Investment;

➢ Investors in People (IIP): The British Model;

➢ Evidence from 'Investors-In-People';

➢ Calculating Return on Investment (ROI) from Education, Training and Development.

Part 9: Human Resource and Performance Management

- ➢ Managing Poor Performance;

- ➢ Managing Absence;

- ➢ Dealing with Harassment;

- ➢ The Effective Management of Retirement, Redundancy, Dismissal and Voluntary Turnover;

- ➢ Evaluating the Mechanisms Available For Preventing or Alleviating Poor Performance;

- ➢ Working From Corporate Mission and Strategy;

- ➢ Performance Targets;

- ➢ Tactical Performance Targets;

- ➢ Operational Performance Targets;

- ➢ Linking Performance Management with Operational Processes and Systems;

- ➢ Initiate Appropriate Reward Systems;

- ➢ Individual Development Plans;

- ➢ Performance and Reward Cycle.

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.

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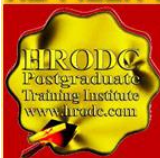
> For example, a 5-day classroom-based course, which costs Five Thousand Pounds, is only Three Thousand Three Hundred and Fifty Pounds (£3,350.00) in Video-Enhanced Online Mode.

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

Strategic and Operational Human Resource Management in an International Context, Leading to Diploma Postgraduate -
in Strategic and Operational Human Resource Management in an International Context (Double Credit), and 60 Credit-
Hours, Accumulating to A Postgraduate Certificate, with 120 Additional Credit-Hours, a Postgraduate Diploma, with -300
Additional Credit-Hours

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

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