# HRODC Postgraduate Training Institute

## A Postgraduate-Only Institution

**#125**

## Public Sector and Civil Service Reforms: An International Perspective

### Postgraduate Short Course

### Leading To:

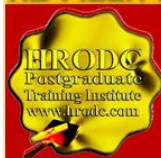## DIPLOMA - POSTGRADUATE IN

## Public Sector and Civil Service Reforms 5 – Credit, 150 Credit-Hours

### Accumulating to A

### Postgraduate Certificate, With 30 Additional Credit-Hours, or A

### Postgraduate Diploma, With 210 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);
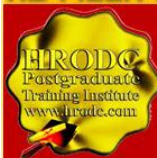
➢ Teaching Certificate;

➢ 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:

| Classroom-Based Duration and Cost: | |
|---|---|
| **Classroom-Based Duration:** | **25 Days** |
| **Classroom-Based Cost:** | **£25,000.00 Per Delegate** |
| | |
| Online (Video-Enhanced) Duration and Cost | |
| **Online Duration:** | **50 Days – 3 Hours Per Day** |
| **Online Cost:** | **£16,750.00 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.**

  **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.**

---

## Modular Programme Duration and Cost

This Programme is divided into 4 Distinct Courses, making it possible for participants to select desired modular sets, each of which provides the Award of Diploma – Postgraduate. These Courses are:

### Public Sector and Civil Service Reforms (1)

Salient Issues Public Sector and Civil Service Reforms

 ➢ Course Duration = 6 Days
 ➢ Cost**£6,000.00 Per Delegate**

### Public Sector and Civil Service Reforms (2)

Overview of the Public Reform Sector in the EOCD and National Public Sector Reform

 ➢ Course Duration = **6 Days**

**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.

➢ Cost **£6,000.00 Per Delegate**

## Public Sector and Civil Service Reforms (3)

Sectoral Case Study and Organisational Adaptations to Public Sector Reform

➢ Course Duration = **6 Days**
➢ Cost **£6,000.00 Per Delegate**

## Public Sector and Civil Service Reforms (4)

Civil Service Reforms towards a More Effective Public Institution and Efficient

Economic Development

➢ Course Duration = **6 Days**
➢ Cost **£6,000.00 Per Delegate**

## Public Sector and Civil Service Reforms:
## An International Perspective Course

### Leading to Diploma – Postgraduate – in Public Sector and Civil Service Reforms (5-Credit) and 150 Credit-Hours, Accumulating to a Postgraduate Certificate, with 30 Additional Credit-Hours, or a Postgraduate Diploma, with 210 Additional Credit-Hours

## Course Contents, Concepts and Issues

## Module 1
## Salient Issues in Government Reinvention: Public Sector Restructuring, Reforming, Privatising

## Part 1: Public Sector Reform: An Overview

➢ Scope of Public Sector Reform;

➢ Functions of the Public Sector;

➢ Public Sector Reform's Activities;

➢ Reducing Public Sector Commitment and Involvement;

➢ Political Leadership and Public Sector Reform;

➢ Creating Transparency Whilst Maintaining Confidentiality;

➢ National Security Protection;

➢ Public Sector Reform in Developing Countries.

## Part 2: The Government and Its Importance

➢ Reforming the Government:

• Rationalization;

• Innovations in Public Management;

• Improving the Management of Public Finance.

**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.

➢ Development Agencies' Perspective on the Role of Government;

➢ E-Government;

➢ UK and US as Cases in Point.

## Part 3: Government Reinvention: Restructuring and Privatizing Public Enterprises

➢ The Advent of, and move towards, Government Reinvention;

➢ Is Government Reinvention a Social Reengineering Project;

➢ The Essence of Leaner and Meaner Governmental Machines;

➢ The National Partnership for Reinventing Government (NPR);

➢ Principles of Government Reinvention:

- Empower communities;

- Encouraging competition;

- Mission-Driven Regimes;

- Results-orientation;

- User-Needs Focus;

- Revenue Consciousness;

- Invest in preventing problems;

- Authority Decentralization;

- Invoking market Forces.

➢ Enhanced ICTs: Strategic Computing and Telecommunications in the Public Sector;

➢ Privatization and its Efficacy as an Economic Stimulus;

➢ Public-Private Partnerships;

➢ Restructuring;

➢ Management Innovation.

## Part 4: Managing Innovations in Quasi-Governmental Bodies and Quasi Non-Governmental Organisations (Quango)

- ➢ Restructuring Quangos;
- ➢ Improving the System;
- ➢ What is Quango;
- ➢ Quango's Existence;
- ➢ Quango Controversies and Criticisms;
- ➢ Quango in the UK and Ireland.

## Part 5: Civil Service Reform – Salient Issues (1)

- ➢ What is Civil Service;
- ➢ Importance of a Good Civil Service;
- ➢ The Need to Reform the Civil Service;
- ➢ The Changing Focus of Civil Service Reform;
- ➢ Barriers to Civil Service Reform;
- ➢ A Good Place to Start Civil Service Reform;
- ➢ Civil Service Reform and Good Governance;
- ➢ Civil Service Reform and Socio-Economic Development;
- ➢ Components of Civil Service Reform;
- ➢ Size and Structure of Government;
- ➢ Recruitment;
- ➢ Capacity building and Human Resource Management;
- ➢ Performance and Promotion;
- ➢ Professionalism and Modernity;
- ➢ Civil Service Accountability.

## Part 6: Civil Service Reform – Salient Issues (2)

➢ Challenges to Civil Service Reform;

➢ Factors Characterizing Effective Civil Service Reform;

➢ The Right Agenda for Civil Service Reform;

➢ Technical Aspects of Civil Service Reform;

➢ New Public Management;

➢ Recruitment;

➢ Performance Management;

➢ Pay and Conditions;

➢ Donor Salary Report;

➢ Brain Drain;

➢ Training;

➢ Employment;

➢ Ethics;

➢ The Politics of Civil Service Reform;

➢ Continuous Professional Development (CPD);

➢ Performance Management in the Civil Service;

➢ Monitoring and Evaluating (M & E) Civil Service;

➢ Why Civil Service Reform Failed.

## Module 2
## Comparative Analysis of Public Sector Reforms: OECD, USA, Australia, Scandinavia, Ireland

## Part 1: Comparing the Public Sectors in the OECD

- ➤ Types of Public Sector Reform;
- ➤ Variations in Scale of Reform;
- ➤ Elements in Analysing Reform.

## Part 2: Public Management and Reform in the United States

- ➤ The NPM in American Contexts;
- ➤ United States National Government Reform, 1990s;
- ➤ Recent Context of the GPRA and NPR;
- ➤ Political and Professional Paradigms of Managerial Reforms.

## Part 3: Australian Public Reform Sector

- ➤ Shaping the Present Australian Public Sector;
- ➤ Manifestations of Reform;
- ➤ New Right Intellectuals and Economic Rationalism.

## Part 4: A Partnership Approach to Change: The Civil Service Reform Programme in the Republic of Ireland

- ➤ The Reform Described;
- ➤ The Change Process Underlying Irish Civil Service Reform;
- ➤ A partnership-based Approach to Change;
- ➤ Change Outcomes and Future Directions.

## Part 5: Administrative Reform in Scandinavia – Testing the Cooperative Model

- ➢ The Scandinavian Welfare State;
- ➢ Administrative Reform in Scandinavia;
- ➢ Converging Trends – Some NPM Elements More Than Others;
- ➢ Diverging Trends – Some Countries More Than So Others;
- ➢ Towards NPM.

## Module 3
## Leading to Diploma – Postgraduate – in Public Sector Change Strategy: Australia, Canada and UK

## Part 1: The Reform of State Education in Australia

- ➢ The International Context;
- ➢ Sources of Reform in Australia;
- ➢ Structural reform of State Schooling;
- ➢ Control of the Curriculum;
- ➢ An Uneasy Settlement.

## Part 2: Ethics as a Change Strategy in Policing in the United Kingdom

- ➢ Major Changes in the UK Police;
- ➢ National Debate on Police Ethics;
- ➢ Survey Police – A Way Forward;
- ➢ Analysis of Change in Ethical Values;
- ➢ Socialization;
- ➢ The Future.

**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.

Public Sector and Civil Service Reforms: An International Perspective Course, Leading to Diploma
Postgraduate - in Public Sector and Civil Service Reform (5 – Credit) , and 150 Credit-Hours, Accumulating to
A Postgraduate Certificate, with 30 Additional Credit-Hours, a Postgraduate Diploma, with - 210 Additional
Credit-Hours

## Part 3: Reform of Higher Education in the United Kingdom

➢ Retrenchment and Demand for Selectivity;

➢ Expansion and the Rise of the Regulated Market;

➢ Consolidation, Crisis and a Review of the System;

➢ NPM and the Specificity of Higher Education.

## Part 4: The Unions' Response to Change in the Public Sector

➢ Privatization;

➢ Restructuring and Redundancies;

➢ Decentralization and Devolution;

➢ Change;

➢ Union Memberships.

## Part 5: Impact of the NPM on Higher Education Reform in Australia

➢ Changing Ideas About Public Management in Australia;

➢ The First Wave of NPM Influence;

➢ Markets, Competition and Contestability;

➢ Higher Education and Models of Public Management Reform;

➢ Higher Education and the Change Strategies of the Commonwealth Government.

## Part 6: Towards Electronic Service Delivery: Canadian, Australian and United Kingdom Government Initiatives

➢ The Privatization Movement;

➢ Managing IT and Information in Public Sector Organisations;

➢ Current IT Trends in Public Sector Organisations;

➢ The Canadian Initiative: Canadian Governments On-line (CGOL)Projects;

➢ The Australian Initiative: Client First;

➢ The United Kingdom Initiative: Government Direct;

- ➢ G7 Government On-line Initiative;
- ➢ IT Outsourcing.

## Module 4
## Rationalising Public Sector Reform:
## Cost Effectiveness Assessment

## Part 1: Cost Containment Measures

- ➢ Removing Ghosts and Posts;
- ➢ Enforcing Retirement Rules;
- ➢ Freezing Civil Service Recruitment;
- ➢ Eliminating Guaranteed Entry Rights;
- ➢ Suspending Automatic Advancement;
- ➢ Implementing Early Retirement and Voluntary Departure Program;
- ➢ Containing Wages;
- ➢ Retrenching Civil Servants.

## Part 2: Rationalisation of Renumeration

- ➢ Monetizing Remuneration;
- ➢ Equalizing Pay Discrepancies;
- ➢ Simplifying the Salary Structure;
- ➢ Decompressing Wages;
- ➢ Providing Salary Supplements.

## Part 3: Assessing Reform Efforts

- ➢ Impact of Reforms;

- ➢ Wage Bill;

- ➢ Employment;

- ➢ Longer Term Issues;

- ➢ Data Collection and Analysis;

- ➢ Introduction of Computerized Payroll Functions;

- ➢ Training;

- ➢ Special Incentives Schemes for Higher Level Civil Servants;

- ➢ Policy Studies.

## 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

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.

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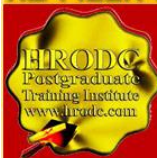
## Postgraduate Certificate, Postgraduate Diploma, and Diploma – Postgraduate Assessment Requirement

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.

Public Sector and Civil Service Reforms: An International Perspective Course, Leading to Diploma Postgraduate - in Public Sector and Civil Service Reform (5 – Credit) , and 150 Credit-Hours, Accumulating to A Postgraduate Certificate, with 30 Additional Credit-Hours, a Postgraduate Diploma, with - 210 Additional Credit-Hours

## 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.

**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.

## 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) |

## Examples of Postgraduate Course Credits: Their Value, Award Prefix & Suffix – Based on 5-Day Multiples

| Credit Value | Credit Hours | Award Title Prefix (& Suffix) |
|---|---|---|
| 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 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.

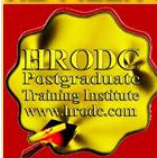## Service Contract, incorporating Terms and Conditions

**Click, or copy and paste the URL, below, into your Web Browser, to view our Service Contract, incorporating Terms and Conditions.**

https://www.hrodc.com/Service_Contract_Terms_and_Conditions_Service_Details_Delivery _Point_Period_Cancellations_Extinuating_Circumstances_Payment_Protocol_Location.htm

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

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

**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.