HRODC Postgraduate Training Institute

A Postgraduate-Only Institution

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227

Operationalising Strategic Employee Resourcing: Recruitment and Selection

PROGRAMME

Leading To:

POSTGRADUATE DIPLOMA IN

Operationalising Strategic Employee Resourcing: Recruitment and Selection

Progressing To MBA

Operationalising Strategic Employee Resourcing: Recruitment and Selection

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Operationalising Strategic Employee Resourcing: Recruitment and Selection

For Whom This Programme is Designed
This Programme is Designed For:

- ➤ Human Resource Professionals;

- ➤ Human Resource Managers;

- ➤ Human Resource Specialists who need to expand their knowledge and expertise in all aspects of human resources management;

- ➤ Executives;

- ➤ Directors;

- ➤ Managers who need current, specialized knowledge;

- ➤ Supervisors;

- ➤ Experienced managers who are new to the HR field;

- ➤ Other mid-level managers pursuing a career change or promotion;

- ➤ Business consultants;

- ➤ MBA students;

- ➤ Those considering entering the field of Human Resource Management Early-to mid-career professionals who need to manage the increasing complexity of interpersonal or organizational dynamics in their jobs;

> ➢ Entrepreneurs who want to learn about human resource management;

> ➢ Small business owners who do not have in-house professional Human Resource Management expertise.

Programme Co-ordinator:
Prof. Dr. Crawford – Director HRODC Postgraduate Training Institute

> ➢ PhD (University of London),

> ➢ MEd. M. (University of Bath),

> ➢ Adv. Dip. Ed. (University of Bristol),

> ➢ PGCIS (Thames Valley University),

> ➢ ITC (UWI),

> ➢ Member of the Standing Council of Organisational Symbolism (MSCOS);

> ➢ Member of the Asian Academy of Management (MAAM);

> ➢ Member of the International Society of Gesture Studies (MISGS);

> ➢ Member of the Academy of Management (MAOM);

> ➢ LESAN;

> ➢ Professor, HRODC Postgraduate Training Institute;

> ➢ Visiting Professor, Polytechnic University of the Philippines (PUP)

Duration:

3 Months Intensive Full-Time (5 Days Per Week) or

6 Months Full-Time (2-2.5 Days Per Week)

Cost: £45,000.00 Per Delegate

Please Note:
> ➢ V.A.T. (Government Tax) does not apply to Corporate Sponsored Individuals, taking Programmes or Courses in any location - within or outside the UK.
> ➢ It applies only to Individuals and Corporations based in the UK and to Non-UK Individual Residents taking courses in the UK.

Cost includes:

➢ Free Continuous snacks throughout the Event Days;

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➢ Free City Tour;

➢ Free Stationery;

➢ Free On-site Internet Access;

➢ **Postgraduate Diploma in Strategic Employee Resourcing: Recruitment and Selection**; or

➢ Certificate of Attendance and Participation – if unsuccessful on resit.

HRODC Postgraduate Training Institute's Complimentary Products include:

1. HRODC Postgraduate Training Institute's **Leather Conference Folder**;

2. HRODC Postgraduate Training Institute's **Leather Conference Ring Binder/ Writing Pad;**

3. HRODC Postgraduate Training Institute's **Key Ring/ Chain**;

4. HRODC Postgraduate Training Institute's **Leather Conference (Computer – Phone) Bag** – Black or Brown;

5. HRODC Postgraduate Training Institute's **8GB USB Flash Memory Drive**, with Programme Material;

6. HRODC Postgraduate Training Institute's **Metal Pen;**

7. HRODC Postgraduate Training Institute's **Polo Shirt,** at Programme Start and End.

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Location: Central London and International Locations

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Course Programme for Comprehensive Employee Recruitment and Selection Leading to Postgraduate Diploma and MBA in Employee Recruitment and Selection				
Module Number	**Pre-existing Course #**	**Module Title**	**Page #**	**Credit Value**
1		Comprehensive Employee Resourcing: Resourcing and Selection	6	7
2		E-Recruitment and E-Selection: Online Talent Acquisitions	16	Double
3		The Newcomer in an Organisation: A Strategic Approach	20	Single
4		Managing Individuals and Groups in an Organisation	21	Single
5		Motivating Employees: Intrinsic and Extrinsic Rewards	25	Single

Programme Contents, Concepts and Issues

Module 1:
Comprehensive Employee Resourcing: Resourcing and Selection (7-Credit)

M1. Part 1: Essentials of Recruitment and Selection (1)

- ➢ Defining Recruitment;
- ➢ Reasons to Recruit;
- ➢ Approaches to Recruitment:
  - Flexible Approach;
  - Systems Approach;
  - Rigid Approach.
- ➢ Alternatives to Recruitment;
- ➢ Going Ahead with the Recruitment;
- ➢ Recruitment vs. Selection;
- ➢ Importance of Recruitment and Selection;
- ➢ Types of Recruitment Needs:
  - Planned;
  - Anticipated;
  - Expected.
- ➢ Sources of Recruitment:
  - Internal:
    - Transfers;
    - Promotions;
    - Upgrading;
    - Demotion;
    - Retired Employees;
    - Retrenched Employees;
    - Dependents and Relatives of Deceased Employees.
  - External:

- Press Advertisement;

- Educational Institute;

- Placement Agencies/Outsourcing;

- Employment Exchanges;

- Labour Contractors;

- Unsolicited Applicants;

- Employee Referrals;

- Recruitment at Factory/Organisation Gate.

- Trends in recruitment:

  - Outsourcing;

  - Poaching;

  - E-recruitment.

M1. Part 2: Essentials of Recruitment and Selection (2)

- Defining Selection;

- Factors to Be Considered For Selecting:

  - Physical Characteristics;

  - Personal Characteristics;

  - Proficiency or Skill and Ability;

  - Competency;

  - Temperament and character;

  - Interest.

- Staff Turnover and Negative and Positive Impact On the Organisation;

- Levels of Individual Commitment of Potential and New Recruits:

  - Moral Commitment;

  - Remunerative Commitment;

  - Calculative Commitment.

- Training, Education, Development as Facilities for New Recruits;

- The Importance of Human Resource Forecasts;

- Methods of Forecasting Human Resource Needs of the Organisation;

- Strategic Operational Review' (SOR) As Prerequisite For Human Resource Forecasting;

➢ The Legal Bases of Recruitment and Selection;

➢ Job Design;

➢ Types of Job Design:

- Mechanistic Job Design;

- Biological Job Design;

- Motivational Job Design;

- Perceptual Job Design.

M1. Part 3: Systematic Recruitment and Selection Process

1. Job Vacancy Identification

➢ Alternatives in Cases of Job Vacancy;

➢ Identifying When the Need to Filling Job Vacancy Arise.

2. Preparing Job Analysis, Job Description and Person Specification

➢ Defining Job Analysis;

➢ Who to Involve;

➢ What You Need To Find Out;

➢ Job Analysis Methodology:

- Observation;

- Diaries and Logs;

- Job Analysis Interviews;

- Critical Incident Technique;

- Repertory Grid;

- Checklist/Inventory.

➢ Defining Job Description;

➢ Advantages of Designing Job Description;

➢ Parts of a Job Description:

- Job Summary;

- List of Job Functions;

- Requirement Section;

- Other Information.

➢ How Job Description Fit Into the Broader Employment Picture;

➢ Defining and Documenting A Position;

➢ Writing the Job Description:

- Writing the Job Functions, Responsibilities and Requirements;

- Writing the Job Summary.

➢ Sample Job Description;

➢ Person Specification vs. Job Description;

➢ Designing a Person Specification;

➢ Core Skills;

➢ Criteria;

➢ Disqualifiers;

➢ Prioritising the Criteria.

3. Searching for the Right person to Fill Up the Vacancy

➢ Job Advertisement;

➢ Functions of Job Advertising;

➢ Proper Medium for Job Advertisement;

➢ What Makes Up an Effective Job Advertising?;

➢ Developing an Effective Job Advertisement: What to Include.

➢ Headhunting:

- Defining Head Hunting;

- Sources for Head Hunting;

- Internally Driven Head Hunting;

- Internally Managed Head Hunting;

- Out Sourcing Head Hunting;

- The Role of Head Hunting Agencies;

- The Behaviour of Head Hunting Agencies;

- Cost Comparison of Internal and External Sourcing of Head Hunting;

- Valuing Human Capital.

4. Short-listing

- ➢ Introduction;
- ➢ Steps in Short-listing.

5. Conducting Employment Test

- ➢ Psychometric Test;
- ➢ Use of Assessment Centre:
  - Introduction;
  - Why Use Assessment Centres;
  - What Happens at an Assessment Centre?;
  - Observation and Feedback.

6. Arranging Interviews

- ➢ Inviting Candidates to Interview;
- ➢ Interviewing With Colleagues;
- ➢ Scheduling;
- ➢ Setting up The Room;
- ➢ Telephone Interviewing;
- ➢ The CV and Cover Letter.

7. Conducting Interviews

- ➢ Main Objectives of a Good Interview;
- ➢ Importance of Proper Interview:
  - Reasons to Get It Right;
  - Having a More Diverse Workforce;
  - Complying With Legal Requirements;
  - Creating a Positive Impression.
- ➢ Opening the Interview:
  - Putting Candidate at Ease;
  - Introducing the Interview;
  - Checking Facts.

- ➤ Structuring the Interview:

    - Competency-Based Interview;

    - Job Description;

    - Creating a Person's Specification;

    - Creating Job Documents.

- ➤ Questioning Skills:

    - Types of Questions:

        - Open Questions;

        - Questions about Competencies and Behaviour;

        - Closed Questions;

        - Leading Questions;

        - Reflective Questions;

        - Question Funnel.

    - Looking into the Applicant's Motivations and Aspirations;

    - Evading Asking Poor Questions.

- ➤ Collecting Evidence;

- ➤ Types of Interviewers:

    - The Stickler;

    - The Helper;

    - The Performer;

    - The Prober;

    - The Observer;

    - The Questioner;

    - The Boss;

    - The Avoider.

8. Rating Candidates and Making a Decision

- ➤ Marking Guidelines;

- ➤ Behaviours and Rating Scale;

- ➤ Deciding Which Candidate to Hire;

- ➤ Wash Up With the Colleagues;

- ➤ Keeping Candidates on File;

➢ Deciding Not To Make Any Offers;

➢ Communicating the Decision;

➢ Checking References.

9. Health Screening

➢ Introduction;

➢ Heck Checks after an Offer has been Made;

➢ Reasonable Adjustments;

➢ Exceptions.

10. Reference Check

➢ Introduction;

➢ Taking up References;

➢ Questions Which Can Be Asked In a Reference;

➢ Unsatisfactory References;

➢ Personal vs. Company References;

➢ Other Pre-employment Checks.

11. Selection and Appointment

➢ Assessing the Job Candidate's Competency;

➢ The Selection Process;

➢ Tidying Up;

➢ Setting In.

M1. Part 4: Human Resource and Occupational Flexibility

Human Resource Audit, Staff Induction and Periodic and Exit Interviews

➢ Importance of Human Resource Audit;

➢ Conducting Human Resource Audit;

➢ Weighting and Using Candidate Assessment Form (CAF);

➢ The Value of Staff Induction;

➢ Organising an Induction Programme;

- ➢ Running an Induction Programme;

- ➢ Periodic and Exit Interviews;

- ➢ Conducting Exit Interviews.

Employee Flexibility and Workforce Flexibility

- ➢ Alternative Patterns of Work and the Increase in the Non-Standard Contracts:

  - • The Different Forms of Worker Flexibility;

  - • Elements of Workforce Flexibility;

  - • Numerical Flexibility;

  - • Functional Flexibility;

  - • Temporal Flexibility;

  - • Financial Flexibility;

  - • Geographical Flexibility;

  - • Hard and Soft HRM;

  - • The Flexibility Debate;

  - • The Concept of the 'Flexible Firm';

  - • The Strategic Use of Flexible Workers;

  - • Flexibility Strategies for Economic Development.

British Legislation: The Rights of Disadvantage Groups

- ➢ Race Relations Act;

- ➢ Disability Discrimination Act;

- ➢ Equal pay Act 1970;

- ➢ Sex Discrimination Act 1975;

- ➢ Employment Rights Act 1996;

- ➢ Sex Discrimination (Gender Reassignment) Regulations 1999;

- ➢ Disability Discrimination Act 2005;

- ➢ Age Discrimination;

- ➢ Religion or Belief Discrimination.

Positive Discrimination in UK: The Genuine Occupational Qualification

- ➢ Principles of Genuine Occupational Qualification;
- ➢ Asserting Genuine Occupational Qualification;
- ➢ Examples of Genuine Occupational Qualification.

Criminal Records and Vetting

- ➢ Criminal Records Bureau;
- ➢ Rehabilitation of Offenders Act of 1974;
- ➢ Vetting and Barring Scheme.

Equal Opportunity Monitoring

- ➢ Introduction;
- ➢ The Importance of Monitoring Observance of Employment Equal Opportunity;
- ➢ Positive Action under the Equality Act 2010.

Data Protection Act

- ➢ Introduction;
- ➢ Relevant Data;
- ➢ Express Permission;
- ➢ Security of Data;
- ➢ The Employment Practices Code;
- ➢ Advertising;
- ➢ Applications;
- ➢ Checking the Information provided;
- ➢ Short-listing;
- ➢ Interviews;
- ➢ Pre-employment Vetting.

Eligibility to Work in UK

➢ Introduction;

➢ Eligibility to Work in UK;

➢ Statutory Excuse;

➢ Relevant Documents;

➢ Establishing an Excuse;

➢ Knowingly Employing Illegal Migrant;

➢ Employing European Economic Area (EEA) Nationals;

➢ The Worker's Registration Scheme;

➢ Non-EU Workers;

➢ Points Based Assessment;

➢ Sponsorship Duties.

Module 2:
E-Recruitment and E-Selection: Online Talent Acquisitions
(Double Credit)

M2. Part 1 – Human Resource Technological Background

➢ Evolution of the Human Resource Technology Tools;

➢ The Impact of Technology in the Human Resource Field.

M2. Part 2 – Technology in Talent Acquisition

➢ Mainframes, PCs, and Client Server Computer Architecture;

➢ The Internet;

➢ Software Delivery Models in Transition:

- Firewall;

- Application Service Provider (ASP);

- Software as a Service (SaaS).

➢ Technology Trends and Software Users and Buyers:

- Customization;
- Configuration.

➢ Software Maintenance.

M2. Part 3 – Managing Online Assessment

➢ The Role of Professionally Developed Assessments;

➢ The Value and Risk Effective Talent Acquisitions into Organisations:

- Rationale of Assessment;
- Importance of Assessment for the Organisations;
- Risks Associated with Assessment.

➢ Measurement Concepts:

- Validity;
- Reliability;
- Types of Measurement Error;
- Measuring Reliability;
- Score Interpretation.

M2. Part 4 – Designing Online Recruiting and Testing Systems

➢ Recruitment and Selection Steps and Website Components:

- Attracting Candidates through a Careers Site;
- Describing Jobs and Careers;
- Collecting Personal Information;
- Screening;
- Testing;
- Simulation-Based Assessment;
- Interviewing;
- The Hiring Decision;
- Tracking Tools.

➢ Assembling the System;

➢ Managing the System.

M2. Part 5 – Designing Online Recruiting and Screening Websites

- ➢ Acquiring Talent;
- ➢ Designing Internet Recruiting Sites;
- ➢ General Recruiting Site Components:
  - Employer Overview;
  - Job Information;
  - Profile Matching;
  - Apply Now.
- ➢ Designing Online Screening Tools:
  - Resume-Centric Applicant Screening;
  - Questionnaire-Based Applicant Screening.
- ➢ Common Risks Associated with Online Screening.

M2. Part 6 – Organising Automated Tests

- ➢ Assessment Tools;
- ➢ Considerations for Using Different Types of Assessments:
  - Purpose of Assessment;
  - Program Size;
  - Job Type and Level;
  - Validation Requirements;
  - Legal Defensibility;
  - Resource Planning.
- ➢ Technology Considerations for Online Assessment;
- ➢ Presentation of Item Content;
- ➢ Navigation Features and Functions;
- ➢ Examinee Instructions;
- ➢ Testing Time;
- ➢ Security.

M2. Part 7 – Tracking Tools for Staffing Managers and Recruiters

- ➢ Recruiters
- ➢ Managers
- ➢ HR Specialists

M2. Part 8 – Systems Design and Integration

- ➢ Elements for System
- ➢ Integration Concepts and Approaches

M2. Part 9 – Handling the Environmental Constraints

- ➢ Ensuring Quality in the Deployment of Online Staffing Systems;
- ➢ Issues and Challenges:
  - Proctored vs. Unproctored Administration;
  - Test Environment Issues;
  - Technology Issues;
  - Security Issues;
  - Cheating;
  - Unqualified Applicants;
  - Access to Technology;
  - The Candidate Experience.
- ➢ Strategies for Managing Online Assessment Systems.

M2. Part 10 – Dealing with Cross-Cultural Employment

- ➢ Cross-Cultural Talent Assessment Programs:
  - Administrative Considerations;
  - Measurement Quality Concerns;
  - Professional Challenges;
  - Technology Challenges.
- ➢ Techniques for Cross-Cultural Employment.

M2. Part 11 – Protecting Candidate Privacy and Data Security

➢ European Data Protection Rules;

➢ Design Considerations for Data and Privacy Protection:

- Notice;

- Choice;

- Onward Transfer;

- Access;

- Security;

- Data Integrity;

- Enforcement;

- Other Privacy Rules.

➢ Internet Data Security:

- Password Protection;

- Role-Based Security;

- History and Log Files;

- Encryption;

- Additional Security Considerations.

Module 3:
The Newcomer in an Organisation: A Strategic Approach

M3. Part 1 – The Profile of a Newcomer

➢ Domestic vs. Work Orientation;

➢ Knowledge and Skill Disorientation;

➢ Geographic Disorientation;

➢ Cultural Misappropriation;

➢ Nostalgia;

➢ Knowledge Gap;

➢ Information Bombardment;

➢ Cognitive Retardation.

M3. Part 2 – Managing Organisational Entry, Orientation and Exit

➢ Managing Entry into the Organisation;

➢ Induction Programmes: A Strategic View;

➢ Pre-Selection Induction;

➢ Post-Selection Induction;

➢ Organisational Mentoring and Coaching;

➢ Transmitting Corporate Values;

➢ Enhancing the Probationary Experience;

➢ Managing the Probationary Period;

➢ Valuing and Exploiting Intellectual Capital: A Strategic Perspective;

➢ Intellectual Property Rights: Intellectual Property Law;

➢ Learning from Early Leavers;

➢ Using Exit Interviews/ Questionnaires;

➢ Induction;

➢ Mentoring and Confidentiality;

➢ Mentoring and Professional Development;

➢ Selecting Mentors;

➢ Appointing Mentors;

➢ Training Mentors.

Module 4:
Managing Individuals and Groups in an Organisation (Single Credit)

M4. Part 1 – Team Dynamics: Empowering High-Performance Groups

➢ Groups: Definition;

➢ Distinguishing Groups from Aggregations;

➢ Group Solidarity;

➢ Group Cohesion;

➢ Team or Group: A Distinction;

➢ Team Dynamics;

➢ Types of Teams;

➢ Command Teams;

➢ Committees (Temporary & Standing);

➢ Task Forces;

➢ Boards;

➢ Team Formation:

- Forming;

- Storming;

- Norming/Initial Integration;

- Performing/Total Integration;

- Disbandment or Adjournment.

➢ Purpose of Teams in the Work-Place;

➢ Team Characteristics;

➢ The Role Concept: An Introduction;

➢ How 'True-To-Life' or Realistic Are the Forming and Norming Stages of Team Development?;

➢ Dysfunctional Behaviour in Teams:

- Aggressiveness;

- Blocking;

- Interfering;

- Competing;

- Seeking Sympathy;

- Withdrawal; and

- Special Pleading.

➢ Inter-Team Conflict;

➢ Sources of Inter-Team Conflict;

➢ Consequences of Dysfunctional Conflict;

➢ Team Decision-Making;

➢ Social Identity Theory;

➢ Team Building and Maintenance Roles: Improving Team Effectiveness;

➢ Encouraging Members;

➢ Harmonising;

➢ Standard Setting;

➢ Gatekeeping;

➢ Determining the Optimum Team Size;

➢ Providing Team Incentives;

➢ Encouraging Conflict;

➢ Averting Groupthink;

➢ Avoiding The Risky Shift Syndrome;

➢ Employing Transactional Analysis;

➢ Employing Effective Diversity Management and Discouraging Resonation.

M4. Part 2 – Conflict Management in Organisation

➢ Role: A Contextual Definition;

➢ Role Enactors;

➢ Roles in Organisational and Non-Organisational Settings;

➢ The Role Set;

➢ Role Segments;

➢ Role Expectations;

➢ Role Sender;

➢ Conflict and Role Conflict;

➢ Interpersonal Conflict;

➢ Interrole Conflict;

➢ Intrarole Conflict;

➢ Conflict Management: An introduction:

- Latent Conflict;

- Manifest Conflict;

- Organisational Value Of Conflict;

- Introducing Conflict;

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Prof. Dr. R.B. Crawford - Director HRODC Postgraduate Training Institute
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- Exploiting Conflict.

➢ Conflict Resolution Methods:

- Mutual Resolution;

- Collegial Intervention;

- Hierarchical intervention;

- Debriefing in Conflict Situations.

➢ Role Negotiation: Beyond Worker-Manager Prerogative.

M4. Part 3 – Employee Development – Incorporating Training Needs Analysis

➢ Rationale for and Definition of Training Needs Analysis (TNA);

➢ Approaches, Methods and Techniques of Training Need Analysis;

➢ The Traditional Approach to Training Needs Analysis;

➢ Job Behaviour and Task Analysis;

➢ Data is Gathered from Field Observations Using Structured Questionnaires and Formal Interviews;

➢ Multi-Skilling;

➢ Knowledge Skills, and Attitudes Development;

➢ Job, Task and Role Analysis;

➢ A Strategic Approach to Competency Assessment;

➢ 'Supply-Led' or 'Pedagogical' Approach To Training Needs Analysis;

➢ Demand-Led' Approach to Training Needs Analysis;

➢ Behavioural Expectation Scales;

➢ Focus Groups;

➢ Action Learning;

➢ Action Research;

➢ Process Management;

➢ Assessment Centres;

➢ Human Resource Plan;

➢ Succession Plan;

➢ Human Resource Audit;

➢ Critical Incident Reports;

- Individual Performance Appraisal Reports;

- Personnel Deployment Charts;

- Business Plans;

- Strategic Plans;

- Job Evaluation;

- Job Tasks and Role Analysis;

- Client or Customer Feedback.

Module 5:
Motivating Employee: Intrinsic and Extrinsic Rewards (Single Credit)

- Directing or Leading;

- The Concept of Motivation;

- Theories of 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;

- Reinforcement Theory;

- Motivation and Contingency Theory;

- Designing an Effective Motivation Strategy;

- The Collectivist vs. the Individualist Perspective of Motivation;

- Common Trends in Motivation Theories;

- Intrinsic and Extrinsic Values of Motivation;

- Motivation and Worker Behaviour;
- The Extent to Which Salary or Wages Inducement Motivate Workers;
- Performance Related Pay (PRP);
- Productivity Bonuses;
- Efficiency Gains;
- Profit Share;
- The Contingency Approach to Motivation;
- 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.

Synopsis of Diploma – Postgraduate, Postgraduate Diploma and Postgraduate Degree Regulation

Postgraduate Diploma and Diploma – Postgraduate: Their Distinction and Assessment Requirement

Delegates studying courses of 5-9 days' duration, equivalent to 30-54 Credit Hours (direct lecturer contact), will, on successful assessment, lead to the Diploma – Postgraduate. 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. Delegates and students who fail to gain the required level of pass, at Postgraduate Level will receive a Certificate of Attendance and Participation. The Certificate of Attendance and Participation will not count, for cumulative purpose, towards the Postgraduate Diploma.

Courses carry varying credit values; some being double credit, triple credit, quad credit and 5-credit, etc. These, therefore, accumulate to a Postgraduate Diploma. As is explained, later, in this document, a Postgraduate Diploma is awarded to students and delegates who have achieved the minimum of 360 Credit Hours, within the required level of attainment.

Credit Value and Credit Hours examples of Diploma – Postgraduate Courses are as follows:

Credit Value	Credit Hours
Single-Credit	30-36
Double-Credit	60-72
Triple-Credit	90-108
Quad-Credit	120-144
10-Credit (X36 Credit-Hours) to 12-Credit (X30 Credit-Hours)	360

Other Credit Values are calculated proportionately.

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, or Postgraduate Diploma, as appropriate.

In the case of Diploma – Postgraduate, a minimum of 70% overall pass is expected. In order to receive the Award of Postgraduate Diploma, candidate 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 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 Diploma and Postgraduate Degree Application Requirements

Applicants for Diploma – Postgraduate, Postgraduate Diploma and Postgraduate Degrees 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 make an assessment of the applicants' suitability for the Programme for which they have applied;

➢ If they are accepted on their Programme of choice, 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 Programme Tutor will contact him or her, by e-mail or telephone, welcoming him or her to HRODC Postgraduate Training Institute;

➢ Non-European Students will be sent immigration documentation, incorporating a Visa Support Letter. This letter will bear the applicant's photograph and passport details;

➢ Applicants will be notified of the dates, location and venue of enrolment and orientation;

➢ Non-UK students will be sent general information about 'student life' in the UK and Accommodation details.

Modes of Study for Postgraduate Diploma Courses

There are three delivery formats for Postgraduate Diploma Courses, as follows:

1. Intensive Full-time Mode (3 months);
2. Full-time Mode (6 month);
3. Video-Enhanced On-Line Mode.

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

Cumulative Postgraduate Diploma Courses

All short courses can accumulate to the required number of hours, for the Postgraduate Diploma, over a six-year period from the 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. Twelve 5-day short courses, representing twelve credits or the equivalent of 360 Credit Hours are, therefore, required for the Award of Postgraduate Diploma.

A six-day course (Diploma – Postgraduate) is, therefore, equivalent to 36 hours Credit Hours, representing one credit. Therefore, ten short courses, of this duration, equates to the required 360 Credit Hours, qualifying for the Award of Postgraduate Diploma. While double-credit courses last between ten and fourteen days, triple-credit courses range from fifteen to nineteen days. Similarly, quad-credit courses are from sixteen to nineteen days. 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 two credits be attempted per year. This will ensure that the required number of credit hours for the Postgraduate diploma is achieved within the six-year time frame.

Progression to Postgraduate Degree – MA, MBA, MSc

➢ On the successful completion of the *Postgraduate Diploma*, students may register for the Postgraduate Degree, after their successful completion of Course #7: *Research Project: Design, Conduct & Report*.

➢ The students'' Degree Registration Category will be dictated by the courses or modules studied at Postgraduate Diploma Level. The categories relate to Master of Business Administration (MBA); Master of Arts (MA) Master of Science (MSc); Executive Master of Business Administration (Executive MBA).

Specialism and Degree Award Titles

The title of the degree will be indicative of the specialism studied or its generalist nature, as exemplified below:

➢ Master of Science - Advanced Oil and Gas Accounting: International Petroleum Accounting (MSc Advanced Oil and Gas Accounting: International Petroleum Accounting);

➢ Master of Science - Accounting and Finance (MSc Accounting and Finance);

➢ Master of Science - Real Estate Management (MSc Real Estate Management);

➢ Master of Science - Tourism and International Relations (MSc Tourism and International Relations);

➢ Master of Science – Human Resource Training and Development Management (MSc HR Training and Development Management);

➢ Master of Business Administration (MBA);

➢ Executive Master of Business Administration (Executive MBA);

➢ Master of Business Administration – Finance (MBA Finance);

➢ Master of Business Administration – Accounting (MBA Accounting);

➢ Master of Arts - Human Resource Management (MA Human Resource Management);

➢ Master of Arts - Information and Communication Management (MA Information and Communication Management).

Dissertation: Topics, Supervision and Examination

➢ The knowledge and skills gained from the research methods course will enable students to formulate their research proposal.

➢ With the guidance of their research methods tutor, they will submit a Synopsis or Research Proposal

➢ On the approval of their synopsis, their Postgraduate Degree Registration will be formalised and they will, in earnest, begin their dissertation research.

➢ Students' choice of Dissertation area and topic must closely reflect their specialism and expected Award Title;

➢ The Postgraduate Degree Award Board, which will convene twice during each Academic Year, will determine whether the rules have been complied with, in this regard, and will, where necessary, change a registered Award Title, to reflect the reality of a programme choice;

➢ The length of the Dissertation will be between 15,000 and 20,000 words. Higher or lower limits will be accepted through special dispensation only, tabled through their Dissertation Supervisors;

➢ Students will each be assigned one Main Dissertation Supervisor, for formal tuition, and a Dissertation Mentor, who will provide them with informal advice, in conjunction with their Main Dissertation Supervisor;

➢ Each Dissertation Mentor will also mediate the relationship between the Student and his or her Dissertation Supervisor;

➢ Students' Viva Voce, or Oral, Examination will be conducted within 3 months of the submission of their Dissertation;

➢ The Dissertation Examination will be conducted by an External and an Internal Examiner;

➢ The External Examiner will be drawn from a recognized University and will be an Academic in the Discipline being examined, who is not otherwise associated with HRODC Postgraduate Training Institute;

➢ The Internal Supervisor will be an HRODC Postgraduate Training Institute's tutor, who is neither the Students' main Dissertation Supervisor or their Dissertation Mentor;

➢ The submission date of a Postgraduate Dissertation is expected to be within 12 calendar months of a candidate's initial registration for the Degree but can be extended, on application, to a period not exceeding 24 months;

➢ In the event that Students are not successful on their first attempt, they will be given the opportunity to make minor amendments to, or revise, their Dissertation, with the guidance of their Dissertation Supervisors.

➢ The maximum total submission and resubmission period should not exceed 36 calendar months from the date of first registration for a particular Postgraduate Degree;

➢ Additional details and general aspects of these regulations are contained in the document: *Postgraduate Degree - Dissertation Guidelines*.

Terms and Conditions

HRODC Policy Terms and Conditions Are Available for viewing at:

http://www.hrodc.com/COSTS.htm

Or Downloaded, at:

http://www.hrodc.com/Brochure_Download_Centre.Company_Brochures_Seminar_Brochures_Seminar_Schedule.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. R. B. Crawford - Director HRODC Postgraduate Training Institute