

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



044

Women in Management

PROGRAMME

Leading To:

POSTGRADUATE DIPLOMA IN

Women in Management

A Division of HRODC Ltd. UK Reg. No. 6088763. V.A.T. Reg. No. 8958 765 38

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

PhD (London), MEd.M. (Bath), Adv. Dip. Ed. (Bristol), PGCE (TVU), ITC (UWI), MAAM, MAOM, LESAN, MSCOS, MISGS, Visiting Prof. P.U.P.

Registered with the UK Register of Learning Providers (UKRLP), Department for Business, Innovation and Skills (BIS), formerly Department of Innovation, Universities and Skills (DIUS).



UKRLP Registration No. 10019585
UKRLP Verification: <http://www.ukrlp.co.uk>
Postgraduate Full-Time and Short Courses
London, UK & International Locations

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HRODC Postgraduate Training Institute is a Division of Human Resource and Organisational Development Consultancy (HRODC) Limited. It is Registered in England UK, with Registration #6088763 and V.A.T. Registration No. 895876538

Programme Coordinator:

Prof. Dr. R. B. Crawford – Director of HRODC Ltd. and Director of HRODC Postgraduate Training Institute, A Postgraduate-Only Institution. He has the following Qualifications and Affiliations:

- Doctor of Philosophy {(PhD) (University of London)};
- MEd. Management (University of Bath);
- Advanced Dip. 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 Academy of Management (MAoM), within the following Management Disciplines:
 - Human Resources;
 - Organization and Management Theory;

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- Organization Development and Change;
 - Research Methods;
 - Conflict Management;
 - Organizational Behavior;
 - Management Consulting;
 - Gender & Diversity in Organizations; and
 - Critical Management Studies.
- 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);
 - Life Member of Malaysian Institute of Human Resource Management (LMIHRM);
 - Member of ResearchGate Community;
 - Member of Convocation, University of London;
 - Professor HRODC Postgraduate Training Institute.

Prof. Crawford was an Academic at:

- University of London (UK);
- London South Bank University (UK);
- University of Greenwich (UK); and
- University of Wolverhampton (UK).

For Whom This Programme is Designed

This Programme is Designed For:

- Senior Executives;
- Senior Policymakers;
- Government Officers;
- Diversity Officers;
- Diversity Managers;
- Diversity Consultants;
- Diversity researchers;
- Diversity Policy Officers;
- Women Managers;
- Women Entrepreneurs;

- Women Liberators;
- Women Studies Experts;
- Gender Protagonists;
- Gender Researchers;
- All those interested in the promotion of Women Studies and Managerial Effectiveness.

Duration:

**3 Months Intensive Full-Time (5 Days Per Week) or
6 Months Full-Time (2-2.5 Days Per Week)**

Cost:£45,000.00Per 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.

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:

- HRODC Postgraduate Training Institute’s **Leather Conference Folder**;
- HRODC Postgraduate Training Institute’s **Leather Conference Ring Binder/ Writing Pad**;
- HRODC Postgraduate Training Institute’s **Key Ring/ Chain**;
- HRODC Postgraduate Training Institute’s **Leather Conference (Computer – Phone) Bag** – Black or Brown;
- HRODC Postgraduate Training Institute’s **8GB USB Flash Memory Drive**, with Course Material;
- HRODC Postgraduate Training Institute’s **Metal Pen**;
- HRODC Postgraduate Training Institute’s **Polo Shirt**.

Daily Schedule: 9:30 to 4:30 pm.

Location: Central London and International Locations

Course Programme for Course Programme for Women in Management Leading to Postgraduate Diploma and MSc in Women Management					
Current Module #	Pre-existing Course #	MODULE TITLE	Page	Duration	Credit Value
044.M1	044.M1	Women in the Workplace	7	2 Weeks (10 Days)	Double
044.M2	004	Motivating Workers: Intrinsic and Extrinsic Rewards	11	1 Week (5 Days)	Single
044.M3	051	Modern Marketing in a Consumer Lead Environment	12	1 Week (5 Days)	Single
044.M4	006	Diversity Management: A Value Added Inclusion	13	1 Week (5 Days)	Single
044.M5	032.6	Managing Individual Performance	16	1 Week (5 Days)	Single
044.M6	065.1	Small Business Start-up, Expansion and Management (1)	18	1 Week (5 Days)	Single
044.M7	065.2	Small Business Start-up,	20	1 Week	Single

**Course Programme for Course Programme for Women in Management
Leading to Postgraduate Diploma and MSc in
Women Management**

Current Module #	Pre-existing Course #	MODULE TITLE	Page	Duration	Credit Value
		Expansion and Management (2)		(5 Days)	
044.M8	011	Financial Risk Management (1)	22	1 Week (5 Days)	Single
044.M9	123.A	Key Success Factors (KSFs)	24	1 Week (5 Days)	Single
044.M10	123.B	Key Performance Indicators (KPIs)	26	1 Week (5 Days)	Single
044.M11	053	Effective Time Management and Meeting Management	28	1 Week (5 Days)	Single

Programme Contents, Concepts and Issues

**Module 1
Women in the Workplace (Double Credit)**

M1. Part 1: Gender Disparity in Organisations

- Factors Affecting Women in the Workplace;
- Occupational Segregation and Gender Discrimination:
 - Horizontal Segregation vs. Vertical Segregation;
 - Barriers to Top Level Position;
 - Benefits of Women’s Board Membership;
 - Rationale for Employment Segregation:
 - ✚ Personal Preference;
 - ✚ The Discriminatory Structure of the Labor Market;
 - ✚ The Human Capital Explanation.
 - Should occupational segregation by sex be completely eliminated?
 - Stereotypes: How Are They Imposed?
 - Stereotypes: How Are They Reinforced?

- Pygmalion, Galatea and Golem Effects;
 - Unequal Job Opportunities;
 - Gender Pay Gap.
- Employment Discrimination Law:
- Equal Pay Act;
 - Sexual Discrimination Act;
 - Sexual Harassment Law;
 - Gender Equality Duty.

M1. Part 2: Why are We Different: Using Gender Differences Positively

- Goldberg's Patriarchy and Male Dominance;
- Masculinities, Femininities and Work;
- Division of Labour and Sex Typing;
- Communication Styles;
- Blue Collar Women in Traditionally Male Jobs.

M1. Part 3: Overcoming Negative Perceptions about Women

- Feminism Approaches:
 - Liberal Feminism;
 - Radical Feminism;
 - Marxist Feminism and Social Feminism;
 - Poststructuralists and Postmodern Feminism.
- The Hidden Elements of Women's Social Identities;
- Women as Other in the Organisational Context:
 - Organisations Are Genderless;
 - Organisations Are Bodyless;
 - Organisations Are Sexless.
- How Women Cope With Otherness;
- Blending In To Meet Others' Expectation;
- Internalising Self-Discipline and Control;

- Outcomes of Self-Discipline;
- Fear of Success: Horner's Model;
- McClelland's Model of Achievement Motivation;
- Stress Management;
- Sources of Stress;
- Sources of Women Executive Stress;
- Coping With Stress.

M1. Part 4: Halting the Perpetuation of the 'Queen Bee Syndrome': Women Acknowledging the Plight of Their Less Successful Female Counterparts

- Determining who is a Queen Bee?;
- Queen Bee Syndrome Defined;
- Effects of the Queen Bee Syndrome.

M1. Part 5: Women and Leadership Styles: Creating Compatibility Between Decisiveness and Effective Communication Flow

- Leadership Styles;
- Leadership Style of Women:
 - Interactive Leadership;
 - Encourage Participation;
 - Share Power and Information;
 - Enhance the Self-Worth of Others;
 - Energize Others.
- Traditional Leadership Style (Masculine) vs. Modern Leadership Style (Feminine).

M1. Part 6: Smashing the Glass Ceiling: Breaking Through Advancement Barriers

- Defining Glass Ceiling;
- Characteristics Manifesting Glass Ceiling's Existence;
- Levels and Types of Glass Ceiling Barriers:
 - Societal Barriers;
 - Internal Business Barriers;
 - Governmental Barriers;
 - Other Barriers.
- The Pipeline Theory;
- The Glass Ceiling and Disclosure of Sexual Orientation;
- The Glass Ceiling in Developing Countries;
- Related Terms:
 - Brass Ceiling;
 - Stained-Glass Ceiling;
 - Bamboo Ceiling;
 - Concrete Ceiling;
 - Expatriate Glass Ceiling;
 - Glass Closet;
 - Glass Elevator (or Glass Escalator);
 - Glass Cliff;
 - Celluloid Ceiling;
 - Glass Labyrinth;
 - Sticky Floor;
 - Sticky Ladder;
 - Glass Wall;
 - Silicon Ceiling.

M1. Part 7: Women and Career Prognosis: Getting Ahead of the Game

- Networks and Mentors;
- Career Opportunities;
- Recruitment;
- Selection ;
- Promotion.

M1. Part 8: Miscellaneous Topics

- Exploiting the Work-Life-Balance Phenomena: An Opportunity for Further Advancement;
- Women and Management: Dealing With Male Subordinates;
- ‘Gender Relation at Work’ and Its Morale Implications;
- Non-Offensive Assertiveness: Making Your Point, Effectively;
- The Boardroom Conspiracy: Beating Men at Their Own Game;
- Women Entrepreneurs;
- Policy and Organisational Practice;
- Women and the Globalised Economy.

Module 2

Motivating Workers: 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.

Module 3 Modern Marketing in a Consumer Lead Environment

M3. Part 1: Defining Marketing and the Marketing Process

- Marketing: Creating and Capturing Customer Value;
- Company and Marketing Strategy: Partnering to Build Customer Relationships;
- Marketing Strategy in recessionary Periods;
- 'Current Value' modification and pertinent microeconomic issues.

M3. Part 2: Understanding the Marketplace and Consumers

- Analysing the Marketing Environment;
- Managing Marketing Information to Gain Customer Insights;
- Understanding Consumer and Business Buyer Behaviour;
- Predicting Behavioural Outcomes.

M3. Part 3: Designing a Customer – Driven Marketing Strategy and Marketing Mix

- Customer-Driven Marketing Strategy: Creating Value for Target Customers;
- Products, Services, and Brands: Building Customer Value;
- New-Product Development and Life-Cycle Strategies;
- Pricing: Understanding and Capturing Customer Value;
- Marketing Channels: Delivering Customer Value;
- Retailing and Wholesaling;
- Communicating Customer Value: Advertising and Public Relations;
- Communicating Customer Value: Personal Selling and Sales Promotion;
- Direct and Online Marketing: Building Direct Customer Relationships.

M3. Part 4: Extending Marketing

- The Global Marketplace;
- Marketing Ethics and Social Responsibility;
- The Importance of Diversity Management in Global Marketing;
- Revolutionising Marketing Strategy with the Incorporation of an Effective Diversity Policy.

Module 4 Diversity Management: A Value – Added Inclusion (Single Credit)

- 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;
- Age Discrimination (Ageism and Reverse Ageism);
- Disability Discrimination;
- Racial Discrimination;
- Discrimination as Social Identity;
- Understanding and Dealing with Sentience;
- The Effectiveness of the British Legislation in Protecting the Rights of the Disadvantaged Groups;

- Gender Disparity in Organisations: An Analysis of the Status of Women in the Workplace;
- 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 Groupthinking;
- 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:
 - 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.

Module 5 Managing Individual Performance

M5. Part 1: Human Resource and Performance Management

- Assessing the Nature and Causes of Performance Problems;
- 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.

M5. Part 2: Staff Performance Appraisal

- Performance Appraisal: A Definition;
- Objectives of Performance Appraisal;
- Why Some Managers Are Afraid To Appraise;
- Performance and the Halo Effect;
- Performance Appraisal and the Thorny Effect;
- Organisational Benefits and Performance Appraisal;
- Individual Benefits of Performance Appraisal;
- Subsystem Benefits of Performance Appraisal;
- The Appraisal Cycle;
- Systematising Performance Appraisal;
- Some Problems with Performance Appraisal;
- Punitive Aspects of Performance Appraisal;
- Some Popular Appraisal Systems;

- Graphic Rating Scales;
- Ranking;
- Paired Comparison;
- Self Appraisal;
- Critical Incident;
- Management by Objectives (MBO);
- 360 Degree Appraisal;
- The Appraisal Setting.

M5. Part 3: Reward Management: Developing an Effective and Equitable Career Structure

- Employee Reward: A Definition;
- Defining Reward Management;
- The Basis of Reward Management;
- Reward Management Strategies: Provide Support for Corporate Values;
- Reward Management Derived From Business Strategy and Goals;
- Reward Management and Its Links to Organizational Performance;
- Reward Management and the Driving Force for Individual Behaviour;
- Reward Management and Its Relationship to Leadership Styles;
- Reward Management and Competition;
- Reward Management and the Attraction to High Calibre Personnel;
- Encouraging Positive and Effective Organisational Culture;
- Culture and Organisational Values;
- Level and Type of Motivation;
- Remuneration Systems;
- Factors Affecting Remuneration Systems;
- Government' Reduced or Increased Spending;
- Increased or Decreased Labour Force Availability;
- Increased Demand for Quality;
- Organization's Expansion, Contraction or Diversification Plans;
- Increased Competition;
- Remuneration Packages, Including Salary and Welfare Benefits and Payments;

- Pay or Remuneration Structures;
- Pay Structures, Purpose, Criteria and Types;
- Performance Related Pay (PRP).

Module 6 Small Business Start-Up, Expansion and Management

M6. Part 1: Industrial Project Start-Up: Some Salient Factors

- Industrial and Consumer Products: A Distinction and Guide;
- Determining Industrial and Consumer Sectors;
- Integrating Industrial and Consumer Products;
- The Military as a Consumer;
- The Health Sector as a Consumer;
- Education as a Consumer Sector;
- Determining Players, Market Share and Gaps.

M6. Part 2: Company Formation and Legal Status: Important Issues to Consider

- Company legal status categorisation;
- Issues in favour of and mitigating against particular legal status;
- Legal requirement for company formation;
- Company legal status and reporting requirement;
- Company legal status and accounting requirement;
- Company legal status and accounting reporting;
- International trade and legal requirement;
- Import and Export VS National, Regional and International Embargo.

M6. Part 3: Protecting Inventions: Drawing on Legal Parameters

- Design and Patent Law;
- International Convention For Design and Patent;

- Intellectual Capital;
- Protecting Intellectual Capital;
- Intellectual Property;
- Inventions as Intellectual Property;
- Determination of the Ownership of Intellectual Property: Application of International Convention and Precedent;
- Intellectual Property Rights;
- International Convention for Intellectual Property Rights;
- Copyright and Copyright Convention;
- Understanding Industrial Espionage;
- Detecting and Averting Industrial Espionage;
- Industrial Espionage and the Recovery Process;
- Industrial Sabotage and Long-term Consequences;
- Identifying Acts of Industrial Sabotage;
- Dealing with Industrial Saboteurs.

M6. Part 4: Operational Costing Issues

- Determining Product Needs and Wants;
- Scientific Research;
- Funding Scientific Research;
- Utilising Pre-existing Scientific Research Findings;
- Social Research;
- Social Research: A Practical Guide;
- Using Marketing Research Agents;
- Calculating Depreciation;
- 'Accounting Depreciation' VS 'Real Depreciation';
- Calculating Fixed Costs;
- Calculating Rates of Return on Investment;
- Calculating Variable Costs.

Module 7

Small Business Start-Up, Expansion and Management (2)

M7. Part 1: Operational Costing Issues (2)

- Costing Human Resource;
- Integrating Fixed and Variable Costs;
- Cost Apportioning;
- Accounting for Depreciation in Cost Apportioning;
- Projected Sales and 'Externalities';
- Projected Revenue;
- Projected Income;
- Pricing Strategy and Cost Variables;
- Understanding the Balance Sheet.

M7. Part 2: Industrial Product Design and Marketing

- Industrial Products Aesthetics;
- Consumer Products Aesthetics;
- Social Values and Aesthetics;
- Averting Consumer Infuriation: Examples of Costly Mistakes.

M7. Part 3: Sources of Investment Funds

- National Governments;
- Social Development Funds;
- Economic Development Funds;
- City Regeneration Funds;
- Regional Governments;
- The World Bank;
- UNESCO;
- Venture Capitalists;

- International Venture Capitalists;
- Angels;
- Dragons.

M7. Part 4: Marketing Industrial and Consumer Products: A Basic Introduction

- Product as a Concept;
- Pricing, Competition and the 'Snob Appeal': Niche or Mass Marketing;
- Physical and Virtual Place;
- Creating Product Awareness.

M7. Part 5: The Business Plan: A Guide to Entrepreneurs and Investors

- The Business Plan as a Guide to the Entrepreneur;
- Using the Business Plan to Attract Investors and 'Fund Holders';
- What Should Be Included in the Business Plan;
- Tweaking the Business Plan without Losing the 'Focus';
- Establishing Contingency: The Most Unlikely Scenario.

Module 8 Financial Risk Management

M8. Part 1: Risk: A Working Hypothesis

- Defining Risk – Generally;
- Financial Risk: A Plausible Definition;
- Financial Risk in an Organisational Setting;
- Financial Risk and 'Market Dynamics';
- Liquidity Risk;
- Operating Risk;
- Fraud Risk;

- Settlement Risk;
- Corporate Strategy and Risk Management;
- The Currency Derivatives Market.

M8. Part 2: Financial Risk and Unpredictability: Uncontrollable Environmental Issues

- Asset Behaviour and Pricing Implications;
- Credit and Counterparty Risk;
- The Legal and Political Risk Environments;
- Risk as an Economic Factor;
- Technological Risk Factor;
- Risk associated with Socio-Cultural Change.

M8. Part 3: Financial Risk Settings: A Meta – Analytical Exploration

- Risk in Financial Institutions;
- Banking Risk;
- Risk and the Currency Market;
- Risk and the Equity Market;
- Futures Market Risk.

M8. Part 4: Financial Exposure as Risk

- Economic Exposure;
- Transaction Exposure;
- Translation Exposure;
- Calculating Risk in Financial Exposure.

M8. Part 5: Risk Management: A Conceptual and Statistical Meta - Analysis

- Conducting A Risk Assessment;
- Managing Risk with Forward Contracts;
- Financial methods of measuring Risk;
- Quantifying financial risks;
- Some Qualitative Approaches To Financial Risk Assessment;
- Managing The Interest Rate Derivatives Market;
- Managing equity risk;
- Identifying and measuring Currency Risk;
- Managing Financial Exposure Risk;
- Managing currency Risk;
- Sensitivity Analysis As Risk Management;
- Managing Risk with SWAPS;
- Statistical Analysis as a Risk Management Instrument;
- Interpreting Statistical Data;
- Mean and Statistical Mean;
- Probability and Normal Distribution;
- Calculating statistics from actual data;
- Understanding Statistical Significance;
- Making Sense of Chi-squared Distribution;
- Using PESTEL as a Tool towards Risk Management.

Module 9 Key Success Factors (KSFs)

M9. Part 1: Introducing Organisational Success Factors

- Defining Success Factors;
- The Most Important Success Factor That Works;
- Definition of Success Factors;
- Success Factors and Living System;

- The Star Model of Success Factors.

M9. Part 2: Strategy as a Fundamental Success Factor

- Concentrating Your Resources – An Ancient Concept;
- Strategy vs. Strategic Planning;
- The Fundamentals of Strategic Planning;
- Importance of The Defining Element;
- Clarifying Core Values;
- Creating a Challenging Mission;
- Setting a Few Key Goals;
- Developing a Strategy for Each New Goal;
- The Living Systems Perspective;
- The Importance of Abundant Communication;
- The Significance of Learning;
- Importance of Effective Communication;
- Significance of Learning: Individual and Organisational Learning;
- Adapting to The Changing Environment;
- Interrelationships with Other Success Factors.

M9. Part 3: The People as the Organisation

- Introducing General Systems Theory;
- Open System and Close Systems;
- System Chaos;
- The Concept of Equifinality;
- Biological Systems;
- The Organisation as an Open System;
- Thinking and Operating Out of the Box.

M9. Part 4: Effective Marketing towards Competitive Advantage

- Core Concept of Marketing;
- Criticism of the Marketing Concept;
- Marketing Philosophy;
- Marketing Planning;
- Marketing Strategy;
- Customer Orientation;
- Organisational Orientation;
- Meeting Customer Needs While Meeting Organisational Goals;
- Inbound Marketing:
 - Market Research;
 - Competitive Analysis;
 - Pricing;
 - Positioning;
 - Naming and Branding.
- Outbound Marketing:
 - Advertising and promotion;
 - Public and Media Relations;
 - Sales Customer Service;
 - Customer Satisfaction;
 - Social Networking.
- Online Marketing:
 - Telemarketing;
 - E-mail Marketing;
 - Social Networking;
 - Online Reputation Management.
- Marketing Public Sector Organisations
- Marketing Non-Governmental Charitable Organisations (NGOs)

M9. Part 5: Managing Non-Human Resource: A Key Success Factor

- Operationalising Key Success Factors;
- Financial Health as a key Success Factor;
- Managing Facilities and Resources: Enhancing Key Success Factors;
- Integrating Key Success Factors for Total System Effectiveness.

Module 10 Key Performance Indicators (KPIs)

M10. Part 1: Introduction to Key Performance Indicators (KPIs)

- Key Result Indicators;
- Performance and Result Indicators;
- Key Performance Indicators (KPI);
- Examples of KPI;
- Categorization of KPI;
- Identifying Indicators of Organisation;
- Key Components of KPI:
 - Starting with what you need to measure and monitor;
 - Establishing current performance benchmark and target levels;
 - Adding KPI project control elements.
- Characteristics of a good KPI;
- How to Implement KPI;
- Benefits of KPI;
- Management Models That Have a Profound Impact on KPIs.

M10. Part 2: Key Performance Indicators (KPIs) and Other Related Management Tools

- Key Performance Indicators and Balanced Scorecard;
- Key Performance Indicators and Benchmark;
- Key Performance Indicators and Business Intelligence;
- Key Performance Indicators and Business Performance Management;
- Key Performance Indicators and Business Performance Measurement;
- Key Performance Indicators and Management Information System (Dashboard);
- Key Performance Indicators and Overall Equipment Effectiveness;
- Key Performance Indicators and Gap Analysis;
- Key Performance Indicators and Key Risk Indicator (KRI).

M10. Part 3: Foundation Stones for Implementing Key Performance Indicators

- Four Foundation Stones Guiding the Development and Use of KPIs;
- Defining Vision, Mission and Strategy.

M10. Part 4: Developing and Using Key Performance Indicators: A 12 – Step Model

- STEP 1: Senior Management Team Commitment;
- STEP 2: Establishing a Winning KPI Project Team;
- STEP 3: Establishing a “Just Do It” Culture and Process;
- STEP 4: Setting Up a Holistic KPI Development Strategy;
- STEP 5: Marketing the KPI System to all Employees;
- STEP 6: Identifying Organization-Wide Critical Success Factors;
- STEP 7: Recording Performance Measures in a Database;
- STEP 8: Selecting Team-Level performance Measures;
- STEP9: Selecting Organisational Winning KPIs;
- STEP 10: Developing the Reporting Framework at All Levels;

- STEP 11: Facilitating the Use of Winning KPIs;
- STEP 12: Refining KPIs to Maintain Their Relevance.

M10. Part 5: Key Performance Indicators and Critical Success Factors (CSF)

- Overview – Critical Success Factors;
- Types of Critical Success Factors;
- 5 Key Sources of Critical Success Factors;
- Key Performance Indicators vs. Critical Success Factors;
- Critical Success Factors Method;
- Using Critical Success Factors for Strategic and Business Planning;
- Examples of Critical Success Factors.

Module 11 Time Management and Meeting Management

M11. Part 1: Introduction to Time Management

- Time Management Defined;
- Time in an Organisational Wide Context: Acting in Time;
- The Cost of Time;
- Time Management Tools;
- Maximising Personal Effectiveness;
- Busy vs. Productive;
- Time Wasters/Time Robbers/Time Stealers/Time Bandits;
- Managing Time Wasters/Time Robbers/Time Stealers/Time Bandits;
- Combating Procrastination;
- Diffusing the Impact of Others:
 - Handling Interruptions Constructively;
 - Asserting Yourself Politely and Calmly.

- Conquering Overcommitment (Learn to say, “No”).

M11. Part 2: Contextualising Time Management

- The Four D's of Time Management:
 - Do;
 - Delegate:
 - ✚ Tasks Which Should Be Delegated;
 - ✚ Effective Delegation Techniques;
 - ✚ How to Delegate.
 - Dump;
 - Defer.
- Managing Multiple Task and Deadlines;
- Combating Work Related Stress;
- Balancing Personal and Professional Life;
- Avoiding Time Crunches;
- Handling Unexpected Job Emergencies;
- Human Multitasking;
- Benefits of Effective Time Management;
- Effects of Poor Time Management.

M11. Part 3A: Time Management Theories

- Maslow's Hierarchy of Needs;
- The Pickle Jar Theory;
- Pareto Principle or 80/20 Rule;
- Eisenhower Method;
- POSEC Method.

M11. Part 3B: Introduction to Time Management

- What You Want to Achieve;
- Importance of Goal;
- Setting Realistic Goals Through SMART Method;
- Techniques for Setting and Achieving Goals.

M11. Part 3C: Planning

- Management and Planning Tools;
- Using a Planner;
- Developing Action Plan.

M11. Part 4A: Getting Organised

- Organising Your Workspace, Files and Folders;
- E-mail, Task and Calendar Managing;
- Information Flow and Retrieval Process;
- Information Overload;
- Schedule Management:
 - Scheduling to Create Work/Life Balance;
 - Creating Dynamic “To-Do List”;
 - Reducing Mental Clutter.
- The Batching Technique;
- Utilise Time Gaps;
- Effective Follow-up System;
- Developing Time Management Habit.

M11. Part 4B: Scheduling

- Effective Scheduling;
- Steps in Scheduling.

M11. Part 4C: Prioritising

- The Prioritisation Grid;
- Important vs. Urgent;
- Time Management Matrix (Covey's Four Quadrant Matrix);
- To-Do List;
- ABC123 Prioritised Planning;
- Decision Matrix.

M11. Part 5A: Time Management and Manager

- How Most Managers Apportioned Their Time;
- Time Management Tips for Managers;
- Effective Resource Management;
- Workload Analysis;
- Managing Workload;
- Managing Disorganised Staffs.

M11. Part 5B: Meeting Management

- Creating an Effective Agenda;
- Importance of Agenda;
- Steps For Productive and Effective Meeting;
- Groupthink;

- Teamthink;
- Reducing Time Spent on Meeting;
- Meeting Menaces:
 - The Waffler;
 - The Turf Warrior;
 - The Assassin;
 - The Dominator;
 - The Interrupter.
- Meeting Mismanagement.

Diploma – Postgraduate Short Course, and Postgraduate Diploma Programme, Regulation

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 Diploma. A Postgraduate Diploma represents a Programme of Study, leading to an Award bearing that title prefix. We, therefore, refer to our short-studies as 'Courses', while the 'longer-studies', are regarded as Programmes. However, both study-durations are often referred to 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 credits, 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.

Delegates studying courses of 5-9 days' duration, equivalent to 30-54 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 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, 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, 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 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 and Postgraduate Diploma Application Requirements

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

- Completed Postgraduate Application Form, including a passport sized picture affixed to the form;
- A copy of Issue and Photo (bio data) page of the applicant's current valid passport or copy of his or her Photo-embedded National Identity Card;
- Copies of credentials mentioned in the application form.

Admission and Enrolment Procedure

- On receipt of all the above documents we will assess applicants' suitability for the Course or Programme for which they have applied;
- If they are accepted on their chosen Course or Programme, they will be notified accordingly and sent Admission Letters and Invoices;
- One week after the receipt of an applicant's payment or official payment notification, the relevant Course or Programme Tutor will contact him or her, by e-mail or telephone, welcoming him or her to HRODC Postgraduate Training Institute;
- Those intending to study in a foreign country, and require a Visa, will be sent the necessary immigration documentation, to support their application;
- Applicants will be notified of the dates, location and venue of enrolment and orientation, where appropriate.

Modes of Study for Postgraduate Diploma Courses

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

1. Intensive Full-time (Classroom-Based) Mode (3 months). This duration is based on six hours' lecturer-contact per day, five days (30 hours) per week;

2. Full-time (Classroom-Based) Mode (6 month). This duration is based on two and a half days' lecturer-contact, equivalent to fifteen hours, per week;
3. Video-Enhanced On-Line Mode. This mode is achieved in twenty (20) weeks, 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, is 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 approximately 60 Specialist Postgraduate Diploma Programmes. Accumulate short courses, over a 6-year period, towards a 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

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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 the classroom-based course;
- 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.

20-Week Video-Enhanced Online Postgraduate Diploma

You might study an Online Postgraduate Diploma Course, in 20 weeks, in the comfort of your homes, through HRODC Postgraduate Training Institute's Video-Enhanced Online Delivery. We will deliver the 360 hours 'Direct-Lecturer-Contact', as is required by our Institute's Regulation, within the stipulated 20 weeks. We aim to fit the tuition around your work and leisure, thereby enhancing your effective 'Life-Style Balance', at times convenient to you and your appointed tutor.

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, 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 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.

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	Diploma – Postgraduate (6-Credit)
7-Credit	210-234	Diploma – Postgraduate (7-Credit)
8-Credit	240-264	Diploma – Postgraduate (8-Credit)
9-Credit	270-294	Diploma – Postgraduate (9-Credit)
10-Credit	300-324	Diploma – Postgraduate (10-Credit)
11-Credit	330-354	Diploma – Postgraduate (11-Credit)
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		

Accumulated Postgraduate Diploma Award Titles

All Specialist 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 Diploma in Aviation Management;**
3. **Postgraduate Diploma in Business Communication;**
4. **Postgraduate Diploma in Corporate Governance;**
5. **Postgraduate Diploma in Costing and Budgeting;**
6. **Postgraduate Diploma in Client or Customer Relations;**
7. **Postgraduate Diploma in Engineering and Technical Skills;**
8. **Postgraduate Diploma in Events Management;**
9. **Postgraduate Diploma in Health and Safety Management;**
10. **Postgraduate Diploma in Health Care Management;**
11. **Postgraduate Diploma in Human Resource Development;**
12. **Postgraduate Diploma in Human Resource Management;**
13. **Postgraduate Diploma in Information and Communications Technology (ICT);**
14. **Postgraduate Diploma in Leadership Skills;**
15. **Postgraduate Diploma in Law – International and National;**
16. **Postgraduate Diploma in Logistics and Supply Chain Management;**
17. **Postgraduate Diploma in Management Skills;**
18. **Postgraduate Diploma in Maritime Studies;**
19. **Postgraduate Diploma in Oil and Gas Operation;**
20. **Postgraduate Diploma in Oil and Gas Accounting;**
21. **Postgraduate Diploma in Politics and Economic Development;**
22. **Postgraduate Diploma in Procurement Management;**
23. **Postgraduate Diploma in Project Management;**
24. **Postgraduate Diploma in Public Administration;**
25. **Postgraduate Diploma in Quality Management;**
26. **Postgraduate Diploma in Real Estate Management;**
27. **Postgraduate Diploma in Research Methods;**
28. **Postgraduate Diploma in Risk Management;**

29. Postgraduate Diploma in Sales and Marketing;

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