

 **HRODC Postgraduate Training Institute,**
A Postgraduate-Only Institution,
Verified by, & Registered With,
UK's Department for Education.

#069


**Decision-Making in Organisations:
Structural Design Myths and
Realities, Postgraduate Course.**

Leading To:

**Diploma – Postgraduate – in
Organisational Decision-
Making, Double-Credit,
60 Credit-Hours.**

**Accumulating to a Postgraduate Certificate, with
120 additional Credit-Hours, and a Postgraduate
Diploma, with 300 additional Credit-Hours.**

Dip - Postgraduate - in Organisational Decision-Making, Double-Credit, 60 Credit-Hours. Page 1 of 25

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HQ: 122A Bhylls Lane, Wolverhampton, West Midlands, UK.
Primary Website: <https://www.hrodc.com>.
Prof. Dr. R. B. Crawford, Director.

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london@hrodc.com
Skype: hrodcitdpgti4

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Prof. Dr. R. B. Crawford - Director

PhD (UCL – Uni London); MEd M. (Uni Bath); PGC IS (Uni West London);
Adv Dip Sc Ed (Uni Bristol); PG Dip Doctoral Research Supervision
(Uni Wolverhampton); F.I.M.S.; HR Specialist (I.M.S.);
Executive M. AOM; M. AAM; M. ISGS; M. SCOS; M. RG.



**Postgraduate Diploma;
Postgraduate Certificate; &
Diploma - PG Courses.
Click To Download List.**



Our Main Website: <https://www.hrodc.com>
Click To Visit Website!



**General Diploma: Access To Postgraduate.
Click For Details!**

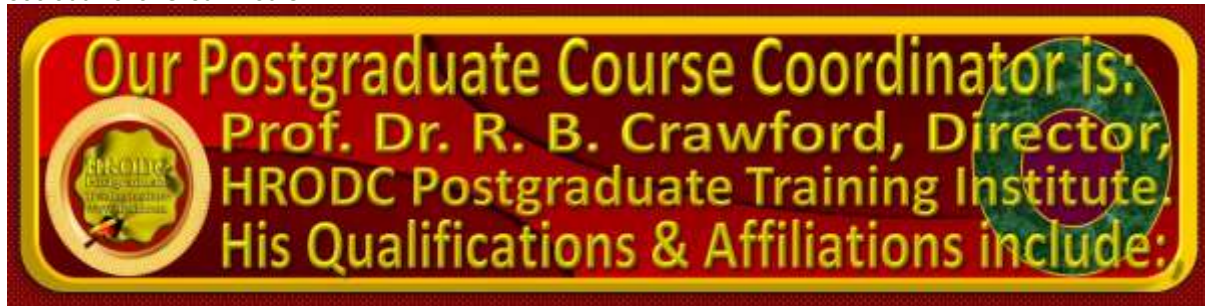
**PAST
DELEGATES**

**EMAIL
US**

**CHAT
NOW**



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- 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.



Decision-Making in Organisations (Organizations): Structural Design Myths and Realities, Postgraduate Course, Leading to Diploma - Postgraduate - in Organisational Decision-Making, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.

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.

He was formerly an Expatriate at:

- Ministry of Education, Sokoto, Nigeria;
- Ministry of Science and Technical Education, Sokoto, Nigeria;
- University of Sokoto, Nigeria;
- College of Education, Sokoto, Nigeria; and

Former Editor-In-Chief of 'Sokoto Journal of Education'.





- Academic and Administrative Support Personnel;
- Assistant Vice Chancellor for Advancement;
- Board of Directors;
- Business Analysts;
- Business Angels;
- Business Development Directors;
- Change Management Consultants;
- Chief Executive Officers (CEOs);
- Chief Executives;
- Chief Financial Officers (CFOs);
- Chief Secretaries;
- Company Secretaries;
- Computer and Information Systems Managers;
- Consultants;
- Corporate Administration Advisor;
- Corporate Executives;
- Corporate Managers;
- Corporate Trainer;
- Data Encoders;
- Data Entry Operators;
- Departmental Heads;
- Development Training Coordinators;
- Director of Leadership, Services and Consulting;
- Director, Executive and Leadership Development;
- Director, Strategic Business Improvements;
- Directors, Staff Development;
- Directors, Staff Development;



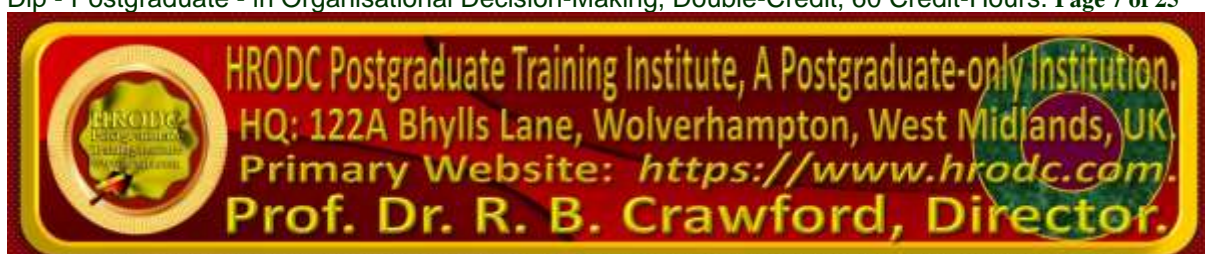
Decision-Making in Organisations (Organizations): Structural Design Myths and Realities, Postgraduate Course, Leading to Diploma - Postgraduate - in Organisational Decision-Making, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.

- Divisional Heads;
- Entrepreneurs;
- Executive Director, Ministry Leadership Formation;
- Executive Directors;
- Executive Vice Presidents;
- External Change Agents;
- External Organisational Development Consultants;
- Front-end Web Developers;
- Fund Managers;
- Funding Agents;
- Further Education Lecturers;
- General Educators;
- General Managers;
- Higher Education Lecturers;
- HR Administrative Support;
- HR Leader, Global HR Leadership Development;
- Human Resource Development (HRD) Practitioners;
- Human Resource Directors;
- Human Resource Executives;
- Human Resource Managers;
- Human Resource Personnel;
- Human Resource Practitioners;
- Human Resource Professionals;
- ICT Specialists;
- Induction Managers;
- Information Technology Managers;
- Internal Change Agents;
- Internal Organisational Development Consultants;
- Inventory Specialists;
- Junior Managers;
- Lead Employees who need to excel at designing, developing and delivering successful Training Programmes;



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- Learning and Development Facilitators;
- Learning and Organizational Effectiveness Manager;
- Lecturers, Generally;
- Line Managers;
- Management Aspirants;
- Management Graduates;
- Management Information Systems Directors;
- Management Lecturers;
- Management Trainees;
- Manager, Global Organizational and Leadership Development;
- Managers;
- Managing Director, Teacher Leadership Development;
- Managing Directors;
- Media Distributor;
- Middle Managers;
- Movie and TV Directors;
- Movie Editors;
- Non-Executive Directors;
- Organisational Design Lecturers;
- Organisational Design Researchers;
- Organisational Design Specialists;
- Organisational Development Practitioners;
- Organisational Enhancement Officers;
- Organisational Resource Directors;
- Photographers;
- Player Development Directors;
- Production Managers;
- Professional Development Managers;
- Professional Trainers;
- Project Management Team Leaders
- Recruitment and Selection Officers;
- Researchers;



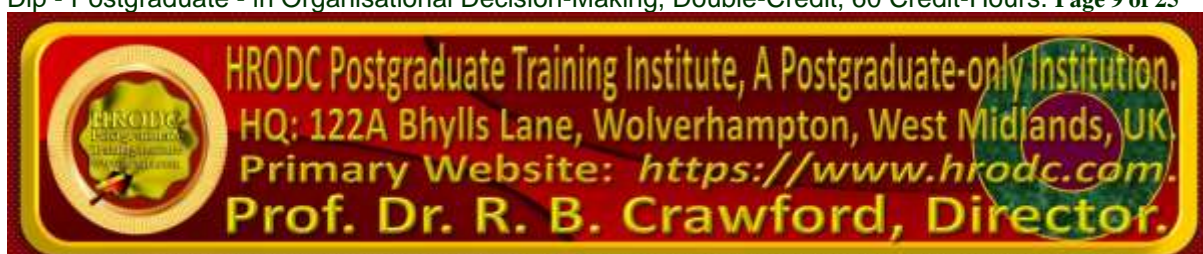
Decision-Making in Organisations (Organizations): Structural Design Myths and Realities, Postgraduate Course, Leading to Diploma - Postgraduate - in Organisational Decision-Making, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.

- Retention Officers;
- Role Enhancement Officials;
- Scriptwriters;
- Security Specialists;
- Senior Human Resource Management (HRM) Officers;
- Senior Managers;
- Senior Project Managers;
- Senior Project Managers;
- Senior Project Managers;
- Senior Project Managers;
- Senior Project Managers;
- Senior Resource Managers;
- Senior Secretaries;
- Senior Security Specialists;
- Software Engineers;
- Software Quality Assurance Analysts;
- Specialist, Professional Learning;
- Staff Development Managers;
- Supervisors;
- Support Specialists;
- System Administrators;
- Systems Analysts;
- Systems Architects;
- Systems Software Engineers;
- Talent Development and Learning Specialist;
- Team Leaders – Materials Management;
- Team Leaders;
- Technical Specialists;
- Telecommunications Specialists;
- Training and Quality Assurance Coordinators;
- Training Managers;
- Training Specialist;
- University Vice Chancellors;



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- Venture Capitalists;
- Vice Presidents;
- Vice Provosts, Faculty Affairs;
- Vulnerability Management Team Leaders;
- Individuals with a genuine interest in enhancing their expertise in Issues associated with Organisational Design, Team Dynamics, and Organisational Decision-Making.



10-Day Course Duration & Cost:

- * In-Venues Duration: 10 Days;
- * Online Duration: 20 Days (3 Hrs. Per Day).
- * In-Venues Cost: £10,000.00 Per Delegate;
- * Online Cost: £6,700.00 Per Delegate;
- * Group Cost: Varies with its Size.

In-Venues Cost Includes:

- * Snacks & Lunch, on Event-Days;
- * Stationery, Onsite Internet Access, City Tour;
- * Earned Award (PG Dip; PG Cert; Dip – PG; or Gen. Dip);
- * Module Credits, for Incomplete Programmes;
- * Cert. of Attendance & Participation, if Unsuccessful.

Our Branded Complimentary Products.

Students & Delegates Will be Treated To a Selection of:

- * Leather Conference Folder; Leather Conf. Ring Binder;
- * Leather Conference Bag (Black or Brown);
- * Polo Shirt (Black, Blue, Navy, Green, Red, White);
- * Metal Pen (Green, Blue, Maroon, Gold);
- * USB Drive (8-16 GB); Carrier Bag.

Daily Schedule:

09:00 To 16:30

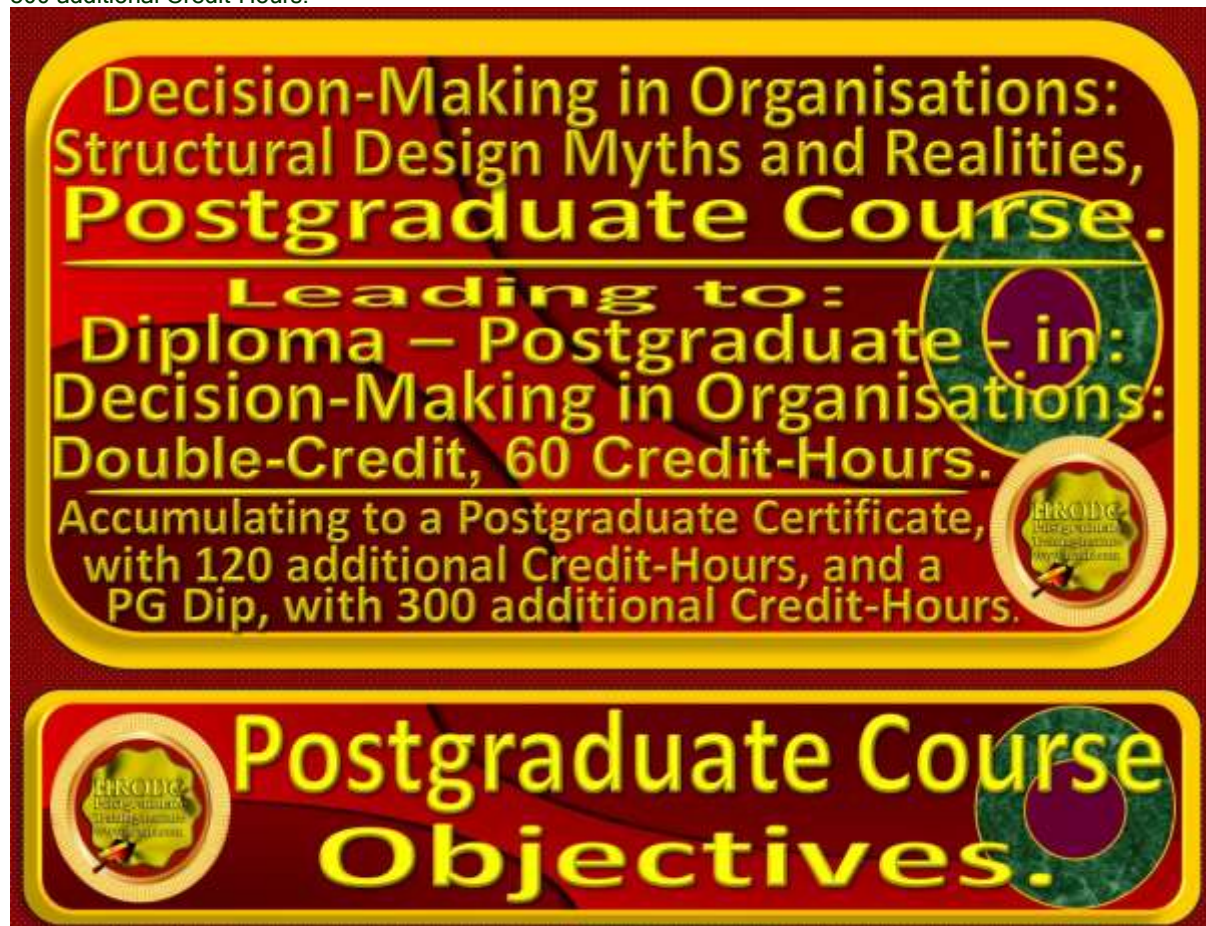
But may Vary, with Location.

Our Scheduled Delivery Locations Include:

- * Amsterdam, Netherlands;
- * Brussels, Belgium;
- * Central London, UK;
- * Dubai, United Arab Emirates (UAE);
- * Kuala Lumpur, Malaysia; &
- * Paris, France.

Other Locations, & Inhouse, on Request.

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**Decision-Making in Organisations:
Structural Design Myths and Realities,
Postgraduate Course.**

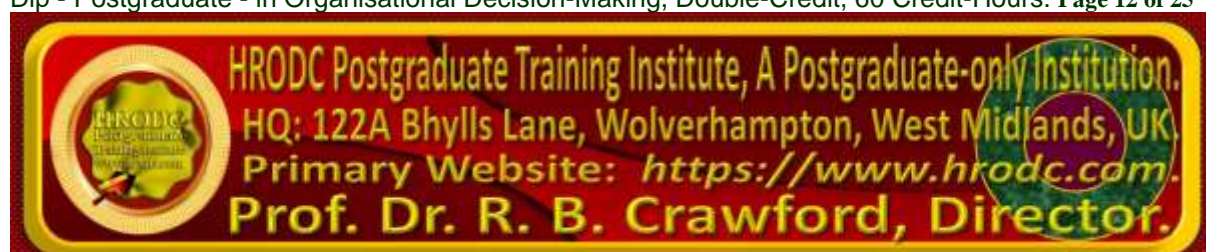
**Leading to:
Diploma – Postgraduate - in:
Decision-Making in Organisations:
Double-Credit, 60 Credit-Hours.**

Accumulating to a Postgraduate Certificate,
with 120 additional Credit-Hours, and a
PG Dip, with 300 additional Credit-Hours.

**Postgraduate Course
Objectives.**

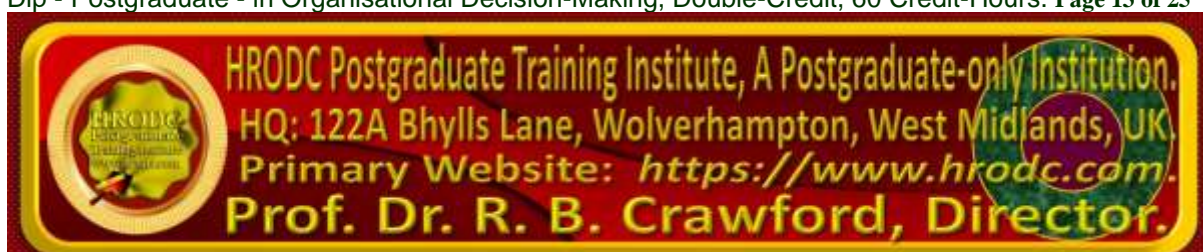
By the conclusion of the specified learning and development activities, delegates will be able to:

- Appropriately define organisational structure;
- Define the concept resonance, providing at least one example;
- Demonstrate an awareness of the fundamental issues associated with Organisational design and their implications for effective organisational functioning;
- Demonstrate an awareness of the relationship between organisational structure and leader and organisational flexibility;
- Demonstrate their ability to encourage the type of superior-subordinate relationship which will be conducive to organisational success;
- Demonstrate their understanding of the concept of 'layering' in decision-making;

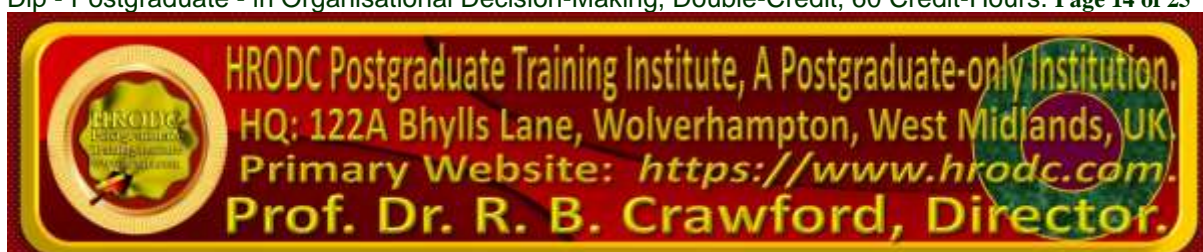


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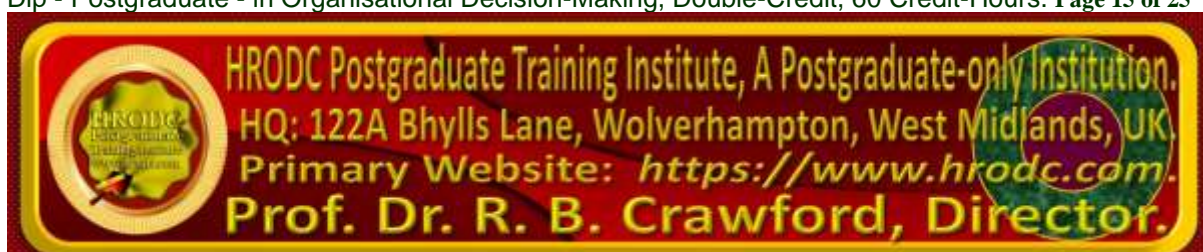
- Design an organisation adhering to the principles of horizontal and vertical relationship;
- Determine the degree to which decentralization of decision-making in multinational operations are, on balance, beneficial or problematic;
- Discuss the co-ordinating mechanism in a simple structure;
- Discuss the extent to which effective convening of meetings supports decision-making;
- Discuss, with certainty, the value of 'options' in decision-making;
- Distinguish between decision centralisation and decentralisation;
- Distinguish between different organisational structures;
- Distinguish between the basic types of structure;
- Distinguish between the different types of matrix structures;
- Establish the value of and problems with individual participation in decision-making;
- Explain the approaches to organisational design;
- Explain the degree to which 'resonation' impairs the decision-making process;
- Explain the prevailing theory surrounding team decision-making and risky-shift syndrome;
- Explain the suggestion that decision-making is represent strategic and operational choices;
- Explain why Problem Resolution should be categorized as decision-making;
- Expound the role of the board as supreme decision-making entity;
- Identify an organisational structure from verbal description;
- Identify horizontal relationships in organisational design;
- Illustrate communication channels in an organisational chart;
- Illustrate lines of authority in an organisational chart;
- Illustrate the effect of organisational structure on communication within an organisation;
- Illustrate the management of hedging decisions, factoring PESTEL elements;
- Illustrate the use of 'options' to manage risky decisions;
- Illustrate their ability to design an appropriate organisational structure that takes account of contingent internal and external environmental factors;



- Indicate at least two problems of decision-making decentralization;
- Indicate the benefits and drawbacks of team participation in decision-making;
- Indicate the degree to which decision-making centralisation and decentralisation are facilitated by mechanistic and organismic structures;
- Indicate the importance of vertical and horizontal relationships in organisational design;
- Indicate the relationship between decision-making process and 'organisational health';
- Link each of the following Decision-making Patterns with Functional, Divisional and Matrix Structures, respectively;
- Match the organisational design approach with the level of development of the organisation;
- Name the fundamental organisational structures and their variations;
- Pattern 'A' Decision-making;
- Pattern 'B' Decision-making;
- Pattern 'C' Decision-making;
- Pattern 'D' Decision-making;
- Pattern 'E' Decision-making
- Provide accurate guidance on the effectiveness of individual vs team-participative decision-making in organisations
- Provide an acceptable explanation to the concept of industrial democracy, as a factor in decision-making;
- Provide at least two examples of organisations which facilitate decision-making centralisation and decentralisation, respectively;
- Provide discussion lead on "real participation vs pseudo participation in decision-making process: commitment or frustration";
- Provide examples of different bases of divisional structure;
- Provide practicable advice on decision-making, in relation to risk and business continuity;
- Provide the bases for structural contingencies;
- Provide theoretical evidence that meeting effectiveness is vital for sound decision-making;



- Recommend the most appropriate structure for an organisation, taking contingent factors into account;
- Show the vertical relationships in an organisational chart;
- Suggest at least two benefits of decision-making decentralization;
- Suggest the approaches which might be adopted in designing an organisation;
- Suggest whether corporate decisions to centralise decision-making might be simply 'playing it safe';
- Support the notion that meetings are a forum for decision-making;
- Vividly illustrate how environmental scanning of competitive and PESTEL forces and are structurally facilitated.





Postgraduate Course Contents, Concepts, and Issues.

Dip. Postgraduate Course Outline.

While, so far, we have Provided Pertinent **Information, Incorporating:** Learning Objectives, Duration, Cost, Target Audience, & Coordinator.

We have withheld Details of: Course Contents, Concepts, & Issues. Delegates will receive the Specifics in attendance, At our International Locations, & Online.




Part 1. Organisational Design: Typologies and Principles


Part 2. Organisational Design Features

Part 3. Organisational Structure and Flexibility: An Empirical Exploration.

Part 4: Conceptualising and Contextualising Decision-Making: An Analysis of the Decision-Making Process in Organisations.



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Part 5. Factoring External Uncontrollable Factors In The Process and Style of Decision-Making.

Part 6. Organisational Decision-making and the Choice Factor

Part 7. Individual and Team Participation in Decision-Making: Implications for Its Implementation and Effectiveness

Part 8. Decision-Making and Risk Management: An Introduction

Part 9. Financial Risk and Organisational Opportunities or Threats

Part 10. Decision Making as an Important Function of Organisations: An Empirical Analysis of Decision-Making in Divisional and Matrix Structures.



Postgraduate Short Courses are of a minimum of five days' In-Venues (10 days' Online) but less than 6 weeks' In-Venues (less than 10 weeks' Online) 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 or accumulating to Awards bearing their title prefixes. While we, refer to our short studies, detailed above, as 'Courses', those with duration of 6 weeks or 12 weeks In-Venues (10- and 20-weeks' Online) are labelled 'Programmes'. Nevertheless, we conform to popular usage, by often referring to all study durations as 'Courses'. A mark of distinction, though, is that participants in a short course are referred to as 'Delegates', as opposed to the ascription 'Students', which is confined to those studying a Postgraduate Programme.

In line with the above notion, a Postgraduate Certificate might be earned through a 6 weeks' Intensive In-Venues Study, or 10 Online Delivery. Similarly, a Postgraduate Dip - Postgraduate - in Organisational Decision-Making, Double-Credit, 60 Credit-Hours. **Page 18 of 25**



Decision-Making in Organisations (Organizations): Structural Design Myths and Realities, Postgraduate Course, Leading to Diploma - Postgraduate - in Organisational Decision-Making, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.

Diploma might be studied for 12 weeks In-Venues or 20 weeks. They might also be taken through a blend of both modes, providing that a minimum of 6 and 12 Credits and 180 or 360 Credit-Hours, respectively, are earned. You might Pick and Mix Courses, to create your preferred blend of Disciplines, or follow a predesigned Specialist route. They might accumulate from our Postgraduate Short Courses, or through continuous study. [Please click to view and download our List of Specialist Postgraduate Certificate, and Postgraduate Diploma Programmes](#)



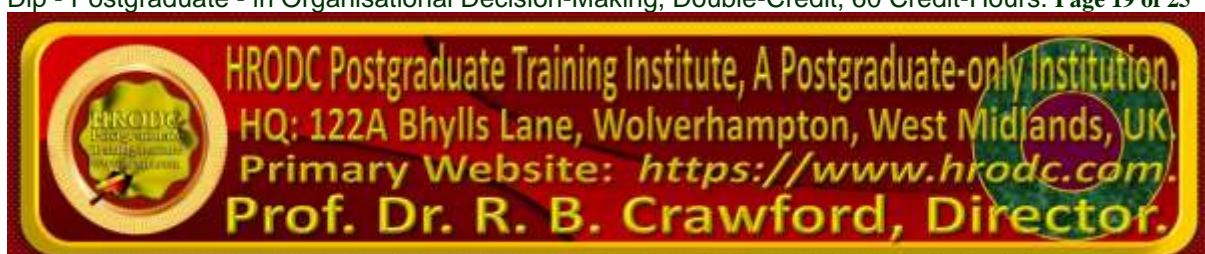
Credit-Hours and Credit-Values, in Diploma – Postgraduate - Award

Credit-Hours are the actual amount of time that a lecturer or tutor spends with his or her students or delegates, in both In-Venues and Online Deliveries. Each Five-Day In-Venues, or a Ten-Day Online (3 hours per day) Course consists of 30 Credit-Hours, while a 6-Day In-Venues (12-day Online) course amounts to 36 Credit-Hours. Because Credit-Values are calculated in multiples of 30 Credit-Hours, 60-89 Credit-Hours have a Double-Credit (2 Credit) value, while 90 Credit-Hours earn a Triple-Credit (3 Credits).

A delegate who successfully completes a Postgraduate Short Course of 30 or more Credit-Hours, but which is less than 180 Credit-Hours (Postgraduate Certificate), is awarded a Diploma – Postgraduate. This Award is assigned Credit-Values and Credit-Hours, as are exemplified by the following:

1. Diploma – Postgraduate – in Organisational Change Management, 30 Credit-Hours;
2. Diploma - Postgraduate - in Trainer Training: Training for Trainers, Double-Credit, 60 Credit-Hours:

Dip - Postgraduate - in Organisational Decision-Making, Double-Credit, 60 Credit-Hours. Page 19 of 25



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3. Conveyancing and Property Valuation: Property Law, Double-Credit, 72 Credit-Hours:
4. Diploma – Postgraduate – in University and Higher Education Administration, Triple-Credit, 90 Credit-Hours;
5. Diploma – Postgraduate – in Tourism and International Relations, Quad-Credit, 120 Credit-Hours.

As in the first example, above, where the Credit-Value is not noted in an Award, it must be assumed that it is a Single-Credit Value.

Postgraduate Diploma Award

A Postgraduate Diploma Award is achieved with a minimum of 360 Credit-Hours, through continuous study, or an accumulation of Credit-Hours.

Postgraduate Certificate Award

A Postgraduate Certificate might be gained with a minimum of 180 Credit-Hours, through continuous study or Credit-Hours' accumulation.

Cumulative Postgraduate Certificate, and Postgraduate Diploma Awards

All Postgraduate Short Courses accumulate to a Postgraduate Certificate and a Postgraduate Diploma, on a 'Pic and Mix' or Specialist basis. This means that we maintain academic records for each delegate, indicating the courses studied, with their Credit-Value and Credit-Hours, as are indicated above, '**Credit-Hours and Credit-Values, in Diploma – Postgraduate – Award**'. The Credit-Hours are aggregated to accumulate to at least 180 and 360 Credit-Hours, for a Postgraduate Certificate and a Postgraduate Diploma, respectively. Each Short Course Award (below a Postgraduate Certificate) indicates both its Credit-Value and Credit-Hours, excepting for Single-Credit.



Accumulated Postgraduate Certificate, and Postgraduate Diploma Awards

All Specialist Postgraduate Certificate and Postgraduate Diploma Programmes have predetermined Award Titles. Delegates who do not follow a specialism, for accumulation to a Postgraduate Certificate and Postgraduate Diploma, receive a Generalist, rather than a Specialist, Award. However, a Specialist Award is given to delegates who studied at least seventy percent (70%) of their courses in a specialist grouping, as are exemplified above, under the heading **'Postgraduate Diploma and Postgraduate Certificate Specialist Award Titles'**.



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 appropriate section;
- A copy of Issue and Photo (bio data) page/s of the applicant's current valid passport or copy of 'Photo-embedded' National Identity Card;
- Copies of credentials stated in the Application Form.

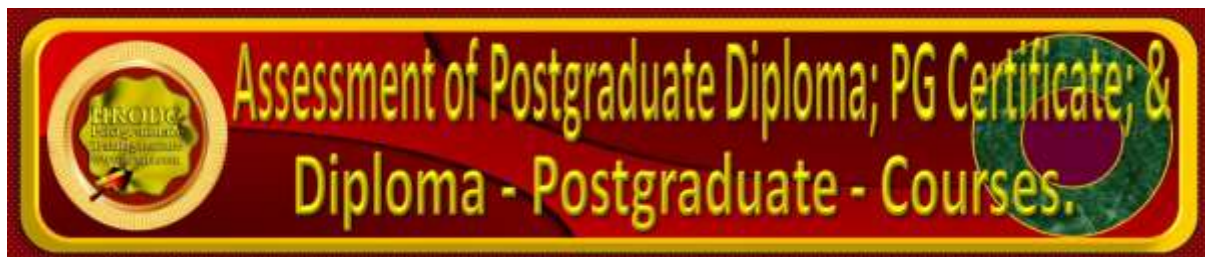
Admission and Enrolment Procedure

- On receipt of all the above documents, they will be forwarded to our 'Admissions Committee', which 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 Invoices;



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- Upon receipt of an applicant's payment, we will send him or her an Official Payment Receipt, and Admission Letter, bearing a copy of the Passport-Type in the respective Application Form.
- Those intending to study in a foreign country, and require a Visa, will be sent the necessary **Immigration Documentation**, to support their application;
- **Joining Instruction** will be sent to Students and Delegates, on time to prepare for their enrolment. The incorporated information include:
 - Venue Name, Location, with specific address;
 - Details of Airport Transfer, where appropriate;
 - Start date and time;
 - Registration details;
 - Daily Schedule;
 - Local Transportation Details;
 - Residential Accommodation Details;
 - Leisure and Shopping Facilities, in the area;
 - General Security Information; among others.



Because of the intensive nature of our Courses and Programmes, for In-Venues, and Online modes, assessment will take place during or at the end of the **'active teaching period'**, adopting differing formats. These structures include, but are not limited to:

- In-Class Tests;
- Text-Case Analyses;
- Video-Case Analyses;
- 'Out-of-Class Assignments';
- Individual Presentations;
- Group Presentations; and
- End of Course Examinations.

Dip - Postgraduate - in Organisational Decision-Making, Double-Credit, 60 Credit-Hours. Page 22 of 25



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Based on these assessments, successful candidates will receive either a:

- Diploma – Postgraduate - Award;
- Postgraduate Certificate Award; or
- Postgraduate Diploma Award.

For all the above Awards, a minimum of 70% overall pass is expected. 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.



You might study a Postgraduate Diploma, or Postgraduate Certificate, in 20 or 10 weeks, respectively, in the comfort of your offices or homes, through our Postgraduate Training Institute's Online Delivery Mechanism. We are committed to your achieving the 360 or 180 Credit-Hours, respectively, in line with our Regulation, within the stipulated timeframe. The direct "Student-Lecturer-Contact-Times" of 3 hours per day, 6 days per week will ensure that these requirements are met. We aim to fit the tuition around your work, family commitment and leisure, thereby enhancing your



Decision-Making in Organisations (Organizations): Structural Design Myths and Realities, Postgraduate Course, Leading to Diploma - Postgraduate - in Organisational Decision-Making, Double-Credit, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.

maintenance of an effective 'work-study-life-style balance', at times convenient to you and your appointed tutor.



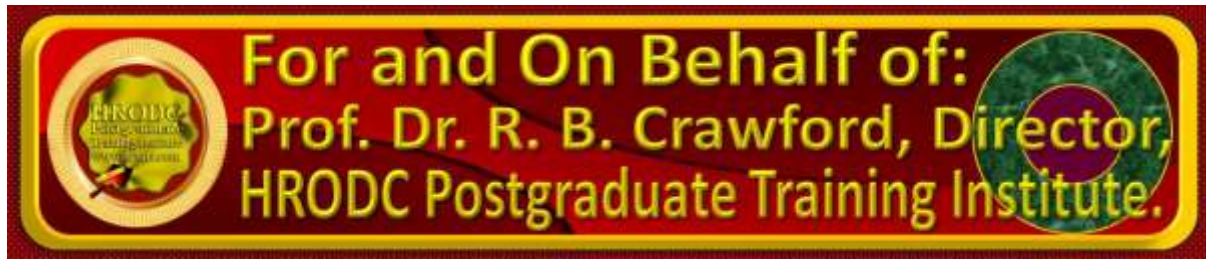
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