HRODC Postgraduate Training Institute

A Postgraduate-Only Institution

#172

Effective Project Management: Employing HR, Cost, Quality, Procurement, Risk, and Time Management Strategies to Enhance Objectives

Programme

Leading To:

POSTGRADUATE DIPLOMA IN

Project Management

HRODC Postgraduate Training Institute
HQ : 122A Bhylls Lane, Castlecroft, Wolverhampton, West Midlands WV3 8DZ, UK
Prof. Dr. Ronald B. Crawford - Director
PhD (Uni London); M. Ed. M (Bristol); PGCIS (UWL); Adv. Dip. Sc. Ed (Bristol); Dip. Doc. Res. (Uni Wlv); F.I.M.S.; HR. S. (I.M.S.); Exec. M. AOM; M. AAM; M.I.S.G.S.; M.S.C.O.S.; M. RG. C.

Programme Coordinator:

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

- Doctor of Philosophy {(PhD) {University College London (UCL) - University of London)};
- MEd Management (University of Bath);
- Postgraduate (Advanced) Diploma Science Teacher Ed. (University of Bristol);
- Postgraduate Certificate in Information Systems (University of West London, formerly Thames Valley University);
- Diploma in Doctoral Research Supervision, (University of Wolverhampton);

- Teaching Certificate;
- Fellow of the Institute of Management Specialists;
- Human Resources Specialist, of the Institute of Management Specialists;
- Member of the Asian Academy of Management (MAAM);
- Member of the International Society of Gesture Studies (MISGS);
- Member of the Standing Council for Organisational Symbolism (MSCOS);
- Member of ResearchGate;
- Executive Member of Academy of Management (AOM). There, his contribution incorporates the judging of competitions, review of journal articles, and guiding the development of conference papers. He also contributes to the Disciplines of:
    - Human Resources;
    - Organization and Management Theory;
    - Organization Development and Change;
    - Research Methods;
    - Conflict Management;
    - Organizational Behavior;
    - Management Consulting;
    - Gender & Diversity in Organizations; and
    - Critical Management Studies.

Professor Dr. Crawford has been an Academic in the following UK Universities:

- University of London (Royal Holloway), as Research Tutor;
- University of Greenwich (Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- University of Wolverhampton, (Wolverhampton Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- London Southbank University (Business School), as Lecturer and Unit Leader.

His responsibilities in these roles included:

- Doctoral Research Supervisor;
- Admissions Tutor;
- Postgraduate and Undergraduate Dissertation Supervisor;
- Programme Leader;
- Personal Tutor

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

- Project Managers;
- Project Team Leaders;
- Programme Managers;
- Functional Managers;
- Team Members;
- Directors;
- Cost Accountant;
- Project Commissioners;
- Project Evaluators;
- Value Engineers;
- Value Analysts;
- Civil Engineers;
- Project Monitoring Personnel;
- Productivity Specialists;
- Performance Measurement Specialists;
- Individuals with a genuine interest in Issues associated with Project Management.

Classroom-Based Duration and Cost:	
Classroom-Based Duration:	12 Weeks (5 Days per Week)
Classroom-Based Cost:	£45,000.00 Per Student
Online (Video-Enhanced) Duration and Cost	
Online Duration:	20 Weeks – 3 Hours Per Day, 6 Days Per Week
Online Cost:	£30,150.00 Per Student

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Classroom-Based Programme Cost includes:

- Free Continuous snacks throughout the Event Days;
- Free Hot Lunch on Event Days;
- Free City Tour;
- Free Stationery;
- Free On-site Internet Access;
- Postgraduate Diploma/ Diploma – Postgraduate –or
- Certificate of Attendance and Participation – if unsuccessful on resit.

Students and Delegates will be given a Selection of our Complimentary Products, which include:

- **Our Branded Leather Conference Folder**;
- **Our Branded Leather Conference Ring Binder/ Writing Pad;**
- **Our Branded Key Ring/ Chain**;
- **Our Branded Leather Conference (Computer – Phone) Bag – Black or Brown**;
- **Our Branded 8-16 GB USB Flash Memory Drive**, **with Course Material;**
- **Our Branded Metal Pen;**
- **Our Branded Polo Shirt**.;
- **Our Branded Carrier Bag**.

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

Delivery Locations:

1. **Central London, UK;**
2. **Dubai, UAE;**
3. **Kuala Lumpur, Malaysia;**
4. **Amsterdam, The Netherlands;**
5. **Brussels, Belgium;**
6. **Paris, France; and**
7. **Durban, South Africa;**
8. **Other International Locations, on request.**

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Project Management: Employing HR, Cost, Quality, Procurement, Risk, and Time Management Strategies to EnhanceObjectives Leading to Postgraduate Diploma in Project Management				
Module Number	**Pre-existing Course #**	**Module Title**	**Page #**	**Credit Value**
1	139	Advanced Project Management: Project Monitoring, Evaluation and Control	6	Quad
2	112	Value Engineering in Project Management	17	Double
3	032.4	Enhancing Managerial Effectiveness	23	Single
4	050	Team Dynamics: Team Leadership	26	Single
5	032.6	Managing Individual Performance	29	Single
6	052	The Management of Organisational Resources	32	Single
7	011	Financial Risk Management	34	Single
8	040	Strategic Management and Strategic Cost Management	38	Single

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Project Management: Employing HR, Cost, Quality, Procurement, Risk, and Time Management Strategies to Enhance Objectives, Programme

Leading to Postgraduate a Postgraduate Diploma in Project Management

Module 1:
Advanced Project Management: Project Monitoring, Evaluation and Control

M1 - Part 1: Salient Issues in Project Management (1)

- Project, Defined;
- Distinction between Project and Task;
- Classification of Project;
- Introduction to Project Management Benefits of Project Management Concept of Project Management:
  - Project Processes;
  - Project Management System;
  - Project Life Cycle.
- Project Cycle Management;
- Project Portfolio Management System;
- Project Co-ordination Project Sustainability ;
- The Project Manager;
- SMART Objectives and SMARTER Objectives.

M1 - Part 2: Salient Issues in Project Management (2)

- Project Management Tools and Techniques:
  - Questioning Techniques;
  - Defining and Agreeing Project Milestones;
  - Brainstorming;
  - Structures System Analysis and Development Method (SSADM);
  - SWOT Analysis;

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- Gantt Charts;
- PERT Charts;
- Critical Path Analysis.

- Mind Maps, Fish Bone Method ‘and Brainstorming;
- Track Timing and Costs Contingencies;
- Pre-feasibility and Feasibility Studies;
- Developing a CATWOE Focus of Project Management.

M1 - Part 3: Project Stages/ Phases

- Project Initiation;
- Project Planning;
- Planning Execution;
- Project Monitoring and Control;
- Project Termination/Closure.

M1 - Part 4: Project Initiation: Defining the Needs of Stakeholders

- Using Project Selection Models/Methods:
  - Criteria in Choosing Project Selection Models;
  - Nature of Project Selection Models:
    - Nonnumeric:
      - The Sacred Cow;
      - The Operating Necessity;
      - The Competitive Necessity;
      - The Product Line Extension;
      - Comparative Benefit Model.
    - Numeric:
      - Payback Period;
      - Average Rate of Return;
      - Discounted Cash Flow/Net Present Value Method;
      - Internal Rate of Return;

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- Profitability Index;
- Other Profitability Models.

- Identifying and Performing Stakeholder Analysis.

M1- Part 5: Project Planning (1)

- Defining the Project Scope:
  - Project Objectives;
  - Deliverables;
  - Milestones;
  - Technical Requirements;
  - Limits and Exclusions;
  - Reviews with Customers.
- Project Priority;
- The Triple Constraints;
- Work Breakdown Structure (WBS) Process Breakdown StructureResponsibility Matrix;
- Project Planning Process Resources Needed for the Project Project Time Management:
  - Activity, Defined;
  - Activity Sequencing;
  - Activity Resource Estimating;
  - Activity Duration Estimating;
  - Schedule Development;
  - Schedule Control;
  - Activity-on-Arrow (A-o-A) Diagrams and Critical Path Analysis;
  - Activity-on-Node (AON) Diagram;
  - Distinctions between Activity-on-Arrow (A-o-A) and Activity-on-Node (AON) Diagram;
  - Network Computation Process;
  - Using Forward and Backward Pass Information;

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- Other Practical Considerations in Developing Networks.

M1 - Part 6: Project Planning (2)

- Project Cost Management:
  - Cost Estimating;
  - Cost Budgeting;
  - Cost Control.
- Project Quality Management:
  - Quality Planning;
  - Perform Quality Assurance;
  - Perform Quality Control.
- Pre-feasibility and Feasibility Studies;
- Developing Project Plan;
- Creating a Project Network Diagram;
- Obtaining Plan Approval;
- Evaluating the Project Charter.

M1 - Part 7: Project Execution (1)

- Executing the Tasks Defined in the Project Plan;
- The Roles of the Team;
- The Pure Project Organisation;
- Matrix Management;
- Structure Selection;
- Mixed Organisational Structures and Coordination;
- Project Human Resource Management:
  - Human Resource Planning;
  - Acquire Project Team;
  - Develop Project Team.
- Team Work;

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- Life-cycles of Team;
- Managing Personalities in Teams.

M1 - Part 8: Project Execution (2)

- Effective Team Work;
- Managing the Team:
  - Running Effective Meetings;
  - Working with Geographically Remote People and Groups.
- Management and Leadership in Project Environments:
  - The Role Of Leadership and Management in Projects;
  - Individual Skills and Attitudes;
  - Individual Motivation;
  - Structural Implications for Project Managers;
  - Cultural Implication for Project Managers;
  - Management Style;
  - The Development of Management Thinking;
  - The Development of New Management Paradigm.

M1 - Part 9: Project Monitoring

- Introduction to Project Monitoring;
- Using Evaluation Outcomes;
- Monitoring Mechanisms;
- Monitoring tools;
- Project (re) Design;
- Participatory Monitoring;
- Steps to Participatory Monitoring Techniques;
- The Purpose of Project Monitoring and Evaluation;
- Key Principles of Project Monitoring and Evaluation;
- Critical Success Factors of Project Monitoring and Evaluation;
- Project Audit;

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- Types of Project Audit;
- Contents of the Project Audit;
- A Format for a Project Audit The Project Audit Life Cycle Phases of Project Auditing;
- The In- Progress Project Audit;
- Post Completion Project Auditing;
- Verification Activities During Project Monitoring and Control;
- Quality Assurance and Project Monitoring;
- Project Monitoring Process Description;
- Types of Project Monitoring Activities;
- Elements of Project Monitoring;
- Post- Programme or Post- Project Monitoring.

M1 – Part 10: Project Evaluation (1)

- Introduction to Project Evaluation;
- Programme Evaluation;
- Evaluation Outputs and the Project/Programme Cycle;
- The Objectives of Programme Evaluation;
- Evaluation Steps;
- Broad Evaluation Design Strategies;
- Performance Logic Chain Assessment;
- Pre-implementation Assessment;
- Process Implementation Evaluation;
- Rapid Appraisal;
- Case Study;
- Impact Evaluation;
- Meta- Evaluation;
- Characteristics of Quality Evaluations;
- Types of Evaluation;
- Methods of Evaluation Data Collection;
- Analysis of Evaluation Data and Interpretation;
- Planning and Managing and Evaluation.

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M1 – Part 11: Project Evaluation (2)

- Formulating the TOR Evaluation Approach;
- Substantive Monitoring of the Evaluation Exercise;
- Relationship Between Monitoring and Evaluation;
- The Relationship Between Evaluation and Audit Evaluation, Audit and Research;
- When do we need Monitoring and Evaluation Results during the Programme Cycle?;
- The Role of Evaluation in Results-Based Monitoring and Evaluation;
- Key Features of Implementation;
- Monitoring Versus Results Monitoring;
- Projects, Program. And Policy Applications of RBME;
- Some Characteristics and Expected Benefits of Introducing RBME Project Review;
- Monitoring and Evaluation and The Programme/Projects Cycle;
- Constraints and Challenges to Monitoring and Evaluation.

M1 - Part 12: Project Control

- Introduction to Project Control;
- Achieving Team Member Self-Control;
- Project Control System;
- Characteristics of a Project Control System;
- Designing the Right System Project Review Meetings The Three Types Of Control;
- Control of Major Project Constraints;
- Progress Tracking Using Spending Curves: Examples;
- Responding to Variances;
- Using Percentage Complete to Measure Progress;
- Scope and Change Control;
- Scope Change Control;
- Change Control Vs. Issue Management;
- Scope Management;

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- At Project Start;
- Importance of Project Scope Change Management;
- When Scope is not Managed;
- Starting Up the Change Control Process;
- Managing Scope and Change Requests During Project Tools and Techniques forIntegrated Change Control;
- Stage-Gate Approach to Project Control;
- Effecting Change Control;
- Tips and Techniques for Effecting Change Control;
- Change Control Sheet.

M1 - Part 13: Problem-solving and Decision-making

- The Problem Framework;
- Modelling Systems for Decision-making;
- Handling Uncertainty in Decision-making;
- Mathematical Modelling Techniques Problem-Solving Tools;
- Case-Effect-Cause Analysis;
- Decision Trees;
- Simple Decision Frameworks;
- The Importance of Follow Up Actions.

M1 - Part 14: Project Termination/Closure

- Introduction to Project Termination;
- Appropriate Project Termination Activities;
- Activities in Closeout Phase;
- Reasons for Stopping in Mid-Stream;
- Early Termination Analyses;
- Modes of Project Closure/Termination;
- Project Disposition Phase;
- The Objective of Project Disposition Phase;

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- Roles and Responsibilities During The Disposition Phase;
- Deliverables During The Disposition Phase;
- Final Project Report;
- Mid-Term Evaluation Report: Sample Outline;
- Annual Programme/Project Report.

M1 - Part 15: Project Communication

- Introduction to Project Communication;
- Communication Planning;
- Communication Requirements;
- Communication Technology;
- Constraints;
- Assumptions;
- Communications Management Plan;
- Tools and Techniques for Information Distribution;
- Performance Reporting;
- Tools and Techniques for Performance Reporting;
- Information Distribution Tools and Techniques;
- Administrative Closure;
- Tools and Techniques for Administrative Closure;
- Project Reporting.

M1 - Part 16: Project Risk Management

- Risk Management Planning;
- Risk Identification;
- Qualitative Risk Analysis;
- Quantitative Risk Analysis;
- Risk Response Planning;
- Risk Monitoring and Control.

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M1 - Part 17: Project Procurement Management

- Plan Purchases and Acquisition;
- Plan Contracting;
- Request Seller Responses;
- Select Sellers;
- Contract Administration;
- Contract Closure.

M1 - Part 18: Information Management: Data Gathering and Analysis

- Methods of Data Gathering;
- Questionnaire, Interview and Scalar Checklist Design;
- Information Gathering:
  - Documentary Analysis;
  - Conversation Analysis;
  - Interviewing.
- Levels of Participant Observation;
- The Complete Participant as Observer: Making 'Detached Observations';
- Information Processing: Data Analysis and Interpretation;
- Encouraging Lateral Thinking:
  - Brainstorming;
  - Forced Associations;
  - Metaphors;
  - Analogies.

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Module 2:
Advanced Value Engineering: Cost-Effective Project Initiation, Management and Delivery

M2 - Part 1: Introducing Value Engineering

- What is Value Engineering?;
- Value Engineering History;
- 5 Precepts of Value Engineering;
- Addressing Problems through Value Engineering;
- Benefits of Value Engineering;
- The Reasons for Unnecessary Costs;
- When to Apply Value Engineering;
- How is Value Engineering Done?;
- Concept of Value;
- VE Methodology and Techniques;
- Variations in Cost;
- Interface with Other Programs;
- Demonstrated Impact of Value Engineering.

M2 - Part 2: Value Engineering Practical Applications

- Project Scope and Budget:
  - Elements of the Project Budget;
  - Prevalent Budgeting Techniques;
  - Contingency Amount;
  - Cost Control;
  - Defining Project Scope;
  - Parameters and Parameter Cost.

- The Capitalized Income Approach to Project Budgeting (CIAPB):
  - Capitalized Income Approach to Project Budgeting (CIAPB) Objectives;

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- Measuring Property Value;
- The Meaning of Capitalization;
- The Capitalization Process;
- The Need for Cost Control.

M2 - Part 3: Cost Modelling and Planning for Value Engineering Services

- Preparation for Cost Models in Advanced Value Engineering:
  - Making Models;
  - Construction Cost Models;
  - Other Resources;
  - Types of Models.
- Planning for Advanced Value Engineering Services:
  - Value Engineering Objectives;
  - Level of Effort;
  - Value Engineering and Total Project Management;
  - Team Selection;
  - The Value Engineering Job Plan.

M2 - Part 4: Advanced Value Analysis Phases

- Phase 1 – Information Phase;
- Phase 2 – Function Phase;
- Phase 3 – Creative Phase:
  - Idea Stimulator Checklist.
- Phase 4 – Analysis/Judicial Phase:
  - Analysis/Judicial Phase: Analysis/Development;
  - Analysis/Judicial Phase: Analysis/Evaluation.
- Phase 5 – Recommendation;
- Phase 6 – Presentation and Implementation.

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M2 - Part 5: Practicalising Advanced Value Engineering

- Life Cycle Costing (LCC):
  - Decision Maker's Impact on LCC;
  - Life Cycle Costing (LCC) and Total Building Costs;
  - Life Cycle Costing (LCC) Terminology and Examples;
  - Life Cycle Costing (LCC) Methodology;
  - Application of Life Cycle Costing (LCC) to Buildings.
- Integrating Value Engineering into the Construction Industry:
  - Planning and Design;
  - Construction;
  - Maintenance and Operations (M&O)

M2 - Part 6: Project Life Cycle, Creative Thinking and Costing

- Planning – Conceptualisation, Analysis, Proposal, Justification, Agreement;
- Doing – Start-Up, Execution, Completion, Hand Over, Checking – Review;
- Acting – Feedback;
- Development of a Project Life Cycle, Project Brief and Proposal;
- The Management of Change;
- The Systems Approach to Project Management;
- The Requirements of Successful Project Management;
- Balancing Costs and Benefits;
- Managing the Planning Process;
- Critical Incident Analysis;
- Project Control Mechanism;
- The Value Chain: Adding Value to Processes, Products and Processes;
- Project Decision-Making;
- Project Coordination: The 5 Bases of Co-Ordination;
- Developing A CATWOE Focus of Project Management.

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M2 - Part 7: Employee Resourcing, Interpersonal Relations and Staff Management for Advanced Value Engineering (1)

- Worker Commitment and Job Design:
  - Moral Commitment;
  - Remunerative Commitment;
  - Calculative Commitment.
- Recruitment and Selection as a Resourcing Activity;
- Job Design;
- Types of Job Design:
  - Mechanistic Job Design;
  - Biological Job Design;
  - Motivational Job Design;
  - Perceptual Job Design.
- Salient Issues in Recruitment and Selection for Advanced Value Engineering:
  - Systematic Recruitment and Selection Process;
  - Conducting Job Analysis;
  - Designing Job Description;
  - Designing Personnel Specification;
  - Market Targeting;
  - Designing and Placing Advertisement;
  - Weighting and Using Candidate Assessment Form (CAF);
  - Non-conventional Personnel Selection;
  - The Value of Staff Induction;
  - The Concept of Motivation.

M2 - Part 8: Employee Resourcing, Interpersonal Relations and Staff Management for Advanced Value Engineering (2)

- Motivating Workers for Advanced Value Engineering:
  - Theories of Motivation;
  - Content Theories & Some of Their Contributors;
  - Maslow's Hierarchy of Needs;

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- Analysis of Maslow's Claim;
- McClelland's Studies;
- Taylor: Money & 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.

M2 - Part 9: Risk Management in Advanced Value Analysis

- Defining Risk;
- Contextualising Risk ;
- Formulating Risks Statements;
- Management's Perception and Calculation of Risk;
- Risk Probability and Improbability;
- The Traditional 'Number Line' and Traditional Risk Management Calculation;
- 'Risk-Improbability Scale or Continuum';
- Understanding Risk in Organisations;
- Analyzing and Identifying Risk in Organisations;
- Developing Strategies and Approaches to Treat and Manage Risk;
- What Is Risk Management?;
- Continuous Risk Management Example;
- Non-Continuous Risk Management Example;
- Evaluating Likely Risks and Consequences ;
- Assessing the Options for Accommodating Risks ;
- Prioritising Risk Management Efforts ;
- Developing Risk Management Plans ;

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- Authorising the Implementation of Risk Management Plans;
- The Context of Risk Management In Organisations;
- The Link between Risk Management and Governance Arrangements;
- Risk Management Standards;
- The Differing Levels of Risk within an Organisation, Business Risk, Project Risk and Process Risk;
- Developing Criteria for Determining Acceptable Levels or Residual Risk.

M2 - Part 10: Crisis Management: Security and Natural Disaster Recovery in Advanced Value Engineering

- Contingency Planning;
- Continuity Management and Disaster Recovery;
- Recovery Planning;
- Recovery Planning and Logistics;
- Business Continuity Management;
- Introduction to BS 25999: Business Continuity Management;
- Business Recovery Management.

Module 3
Enhancing Managerial Effectiveness

M3 - Part 1: Time Management and Meeting Management

- Time in an Organisation-Wide Context: Its Importance Including:
  - Speeding up Decision-Making;
  - Reducing Research and Development Time;
  - Reduction of Operational Cycle, e.g. Through the Use of: Computer Aided Design (CAD);
  - Reduction of Testing Time.
- Time Management and the Manager;
- Benefits of Effective Time Management:
  - Increased Efficiency and Effectiveness;

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- Higher Profitability;
- Increased Leisure Time;
- Enhanced Job Satisfaction;
- Reduced Stress;
- More Opportunity to Switch Off After Hours;
- More Room for Forward Planning and Long-Term Solutions;
- Higher Creativity.

- Time Management Tips for Managers;
- Reducing Time Spent On Meetings;
- Meeting Management;
- The Trading Game Scenario.

M3 - Part 2: Managerial Leadership and Leader Behaviour in Organisations (1)

- Leadership: General Definition;
- The Difference between a Leader and a Managerial Leader;
- Transactional Leader Behaviour;
- Charismatic or Transformational Leader;
- Leadership and Authority;
- Management and Power;
- Management and Control;
- Leadership and Interpersonal Relationship;
- Qualities or Traits Approach To Leadership;
- Task and Person Orientation;
- Contingency or Situational Approaches to Leadership;

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M3 - Part 3: Managerial Leadership and Leader Behaviour in Organisations (2)

- Leadership and Extroversion;
- Leadership and Characteristics;
- Leadership and Social Needs;
- Leadership and Power Needs;
- Leadership and Achievement Needs;
- Leader Orientation;
- Person Orientation;
- Employee Centred Leaders;
- Participative Leadership;
- Democratic Leadership;
- Performance Monitoring;
- Leadership and Environmental Variability;
- Leadership-Superior Subordinate Relationship;
- Leadership and Team Development;
- Leadership and Flexibility;
- Leadership and Decision Making;
- Leadership Influence and Reward.

M3 - Part 4: Leadership Styles and Administrative Strategies: Improving Management Performance

- The ‘Leader’ vs. the ‘Managerial Leader’;
- Superior-Subordinate Relationships;
- Leader Behaviour;
- Administrative Strategy and the Concept of ‘Puissance’;
- Control Administrative Strategy;
- Influence Administrative Strategy;
- Merits and Demerits of Control Strategy;

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- Advantages and Disadvantages of Influence Administrative Strategy;
- Characteristics of a 'Theory X' Leader;
- Characteristics of a 'Theory Y' Leader;
- Relationship between Leadership Style and Organisational Structure;
- The Implications of Leadership Style for Organisational Problem-Solving and Decision- Making;
- Ascribing Leadership Styles;
- Influencing Your Leadership Style;
- Leadership Style vs. Leader and Organisational Flexibility;
- The Concept of 'Flexion';
- Leadership Style and Cultural Infusion.

Module 4
Team Dynamics: Team Leadership

M4 - Part 1: Groups and Aggregations

- Groups and Aggregations: Points of Distinction;
- The Type and Permanence of the Leadership of a Team;
- When Does a Situational Leader Emerge?;
- How Does the Team Attempts to Replace a Situational Leader, Enhance Stability, Acceptability or Renewed or Clarified Mission or Objectives?;
- Why Does Team Disbandment Have a Negative Psychological Effect On Members and Leader?;
- An Aggregation - 'Togetherness' or 'Awareness'?;
- Aggregation and Interaction.

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M4 - Part 2: Team Dynamics

- Team or Group: A Definition and Distinction;
- Team Dynamics;
- Team Typologies;
- Team Typological Bases;
- Command Team;
- Committees;
- Temporary Committees;
- Standing Committees;
- Task Forces;
- Boards;
- Command Teams and the Organisational Hierarchy;
- Command Teams and the Organisational Functioning;
- Team Formation:
  - Team Formation Stage 1: Forming;
  - Team Formation Stage 2: Storming;
  - How 'True-To-Life' or Realistic are the Forming and Norming Stages of Team Development?
  - Team Formation Stage 3: Norming;
  - Team Formation Stage 4: Performing or Total Integration;
  - Team Formation Stage 5: Adjourning or Disbanding Deal With the Psychological Effect of Disbandment and Dysfunctional Behaviours.

M4 - Part 3: Dealing with Behaviour

- Addressing Dysfunctional Behaviours;
- Dealing with Aggressiveness;
- Handling Blocking;
- Dealing with Interfering Behaviour;
- Dealing With Intra-Team Competition;
- Addressing Situations Where Team Members Seek Sympathy;

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- Dealing with Member Withdrawal;
- Addressing Special Pleading;
- Leader Behaviour in Dealing with Dysfunctional Behaviours;
- Being Tactful in Discouraging Distracting Behaviours;
- Encouraging Desirable Behaviours;
- Using Tangible Rewards, Using Intangible Rewards;
- Bearing Mindful Of Team Situation;
- Applying Appropriate Rewards and, or, Punishment;
- Promoting Team Functionality;
- 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;

M4 - Part 4: Team Members: Roles and Performance (1)

- Employing Effective Diversity Management and Discouraging Resonation;
- Encouraging Member;
- Harmonising Team;
- Solving Interpersonal Problems among Team Members.
- Helping Team Members to Channel Their Energies Into Task Performance;
- Establishing Realistic Goals;
- Developing Effective Communication Strategies;
- Minimising Technical Language;
- Clarifying Roles;
- Standard Setting - Establishing Standards and Evaluating Progress;
- A Determination of the Contribution of Each Team Member to Goal Accomplishment;

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M4 - Part 5: Team Members: Roles and Performance (2)

- Recognising and Acknowledging Performance Improvement;
- Rewarding Exceptional Performance;
- Establishing Key Competencies;
- Establishing Acceptable Performance Levels;
- Measuring Competence;
- Which Individual Members Can Improve Their Performance – and Subsequently, Their Contribution to the Team as A Whole;
- Harnessing Team Synergy;
- Gatekeeping;
- Making It Possible For Others to Participate;
- Supporting the Weak;
- Ensuring That Introverted Team Members Are Not Intimidated or 'Crushed' By the Extroverts;
- Recognising the Ineloquent Team Members Without Relevant Current Information to Perform Evaluative Role;

M4 - Part 6: Team Members: Roles and Performance (3)

- Resonation As an Issue in Team Effectiveness;
- Recognising Resonation;
- Taking Steps to Avert or Reduce Resonation;
- 'Cautioning' Resonators;
- Determining the Optimum Team Size;
- Numbers That Are Best For the Operational Effectiveness of a Team –
    - Team Constitutional Contingent Factors;
    - Team Numbers and Member Interaction;
    - Team Leader's Direct Communication with their Colleagues and the Prohibitive Factors;
    - Team Communication as Interaction;
    - Necessity of Communication Reciprocation within Teams;

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- Team Transaction.

➢ Team Transitional Analysis:

- The 'Child' In the Team The 'Adult' In the Team The 'Parent' In the Team;
- The Team Leader as a Transaction Analyst.

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 PoorPerformance;
- 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.

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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 Method;
- Self Appraisal Method;
- Critical Incident Method;
- 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;

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- 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;

M5 - Part 4: Reward Management: Developing an Effective and Equitable Career Structure

- Encouraging Positive and Effective Organisational Culture;
- Culture and Organisational Values;
- Level and Type of Motivation;
- Customer or Clients;
- Product or Service;
- Remuneration Systems;
- Factors Affecting Remuneration Systems:
  - Government' Reduced or Increased Spending;
  - Increased or Decreased Labour Force Availability;
  - Increased Demand for Quality;
  - Organisation'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).

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Module 6
The Management of Organisational Resources

M6 - Part 1: Strategic Management and Resource Management

- Relationship Between Strategic Management and Resource Management;
- Conflict Between Corporate and Operational Management in Relation to ResourceUtilisation;
- The 'Import>Conversion>Export Process';
- The Functions of Management;
- Planning As a Function of Management;
- Strategic Plans;
- Tactical Plans;
- Operational Plans;
- Standing Plans;
- The 'Inflow>Outflow Process', as Applied to Human Resource Management (HRM);
- Co-ordinating as a Function of Management: Training and Development Modification:
  - Co-ordinating through Mutual adjustment;
  - Co-ordinating through Direct supervision;
  - Co-ordinating through Standardisation of work Process;
  - Co-ordinating through Standardisation of input - skills, knowledge and attitudes;
  - Co-ordinating through Standardisation of output.

M6 - Part 2: Personnel Audit, Budgeting and Resource Allocation

- Conducting a Personnel Audit;
- Developing a Personnel Deployment Chart Constructing a Management Succession Chart Costing and Cost-Benefit Analysis;
- Activity-Based Costing;
- Policy Planning and Budgeting Systems (PPBS);
- Zero Base Budgeting;
- Paradigm-Based Budgeting;
- Process-Based Budgeting;

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- Priority-Based Budgeting;
- Performance-Based Budgeting ;
- Activity-Based Budgeting Management by Objectives (MBO);
- Throughput Accounting:
  - Throughput Accounting: An Introduction;
  - Determining whether a Programme or Event Increases Throughput;
  - Effect of Reducing Investment (Inventory) (money that cannot be used) inBusiness and Non-Business Organisations;
  - Reducing Operating Expense.
- Efficiency Gains:
  - Defining Efficiency Gains;
  - Measuring Efficiency Gains;

Improving Efficiency Gains.

M6 - Part 3: Personnel Audit, Budgeting and Resource Allocation

- Relate the concept of 'Efficiency Gains' in Throughput Accounting, to the Concept of NetProfit – as Applied to Training and Development, as in:
  - Net Profit (NP) = Throughput - Operating Expense = T-OE
  - Return on Investment (ROI) = Net profit / Investment = NP/I
  - Productivity (P) = Throughput / Operating expense = T/OE
  - Investment turns (IT) = Throughput / Investment = T/I Budgeting as an Control Mechanism
- Budgeting and the Controlling of Organisational Resources;
- Traditional Methods of Resource Allocation;
- Modern Approaches to Resource Allocation – Based on Assessment of the Potential of Subsystem to Succeed, in Relation to Prevailing Environmental Situation Responsibility centres in the form of:
  - Revenue Centres;
  - Expense or Cost Centres;
  - Profit Centres;
  - Investment Centres.

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- Effective workforce diversity as 'an economic imperative' in Human Resource Management (HRM).

Module 7
Financial Risk Management

M7 - 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.

M7 - 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.

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M7 - 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.

M7 - Part 4: Financial Exposure as Risk

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

M7 - 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;

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M7 - Part 6: Risk Management: A Conceptual and Statistical Meta-Analysis

- 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.

M7 - Part 7: Risk and Financial Risk Management in Advanced Project Management

- Defining Risk – Generally, and in a Project Management Setting;
- Relating Risk Management to Projects and Project Management;
- Financial Risk Management and Project Management;
- Risk Exposure in a Project Setting;
- Project Risk and 'Market Dynamics';
- Liquidity in Project Management ;
- Operating Risk and Financial Liability;
- Fraud Risk and Project Management;
- Link Settlement Risk with 'Survival Imperative';
- Project Management Strategy and Risk Management;
- Currency Derivatives Market and 'Project Sustainability'

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M7 - Part 8: Motivating Workers in Advanced Project Management

- Directing or Leading in a Project Setting
- The Concept of Motivation
- Applying Content Theories of Motivation to Project Settings
- Taylor's Money-Motivator As a Reward Strategy
- Motivator-Hygiene Factor: Using Herzberg's Ideas As a Basis for an Effective 'Employee Relations Strategy'
- Applying Equity Theory: Recognising Inequity

M7 - Part 9: Motivating Workers in Advanced Project Management

- Goal-Setting Theory: Performance Management Application
- Expectancy Theory: What Does Valence Holds For Project Management Targets?
- Improving Project Sustainability Through an Equitable Reward System
- Reinforcement Theories:
- Reinforcement Theory
- Motivation and Contingency Theory: Accounting for Situational Variables
- Is Performance Related Pay (PRP) applicable to a Project Management Setting?
- Designing An Effective Motivation Strategy: Accounting for Internal and External Project Dynamics
- Introducing Talent Management: Creating and Equitable Solution
- The Extent to Which Salary or Wages Inducement Motivate Workers

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Module 8
Strategic Management and Strategic Cost Management

M8 - Part 1: Understanding Strategy and Strategic Relationships

- Strategy: A Definition;
- The 'Strategy Process';
- Characteristics of Strategy;
- Defining Strategic Management;
- Understanding Strategic Decisions;
- Implications of Strategic Decisions;
- Levels of Strategy;
- What Is A Strategic Business Unit?;
- Relating Strategy to an Organisation's:
  - Mission;
  - Vision;
  - Goal;
  - Objective;
  - Strategic capability;
  - Strategies;
  - Business model;
  - Control.
- The Corporate Strategy Model;
- Strategic Position;
- What Are Strategic Choices?;
- The Concept of Synergy;
- The Synergistic Effect of Strategic Alliance.

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M8 - Part 2: Cost Management and Strategy: Conceptual Framework

- The Use of Cost Management Information;
- The Issue of "Costing";
- Creating Cost-Aware Organizations;
- Review of Some Key Cost Concepts;
- Product vs. Period Costs;
- Direct and Indirect Costs;
- Cost Behaviour: Fixed and Variable Costs;

M8 - Part 3: Different Approaches to Costing

- Absorption (Full) vs. Variable Costing;
- Under-Costing and Over-Costing: The Consequences for Profitability;
- How to Refine a Costing System?;
- Activity-Based Costing (ABC) and Cost-Management;
- Cost Hierarchy and Cost Drivers;
- Linking Resources, Activities and Management;

M8 - Part 4: Different Approaches to Costing

- Introducing Activity-Based Management (ABM);
- Linkages between ABM and ABC – Monitoring;
- Value Creation;
- Fixed and Flexed Budget (Static and Flexible Budget);
- Rolling Budget;
- Activity Based Budgeting;
- Master Budget;
- From Costing to Budget: Interpreting Variances (Variance Analysis);
- Integrating Continuous Improvement into Variance Analysis;
- Problems, Case Study and Exercises.

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M8 - Part 5: Control Systems and Performance Management

- Financial and Non-Financial Measures of Performance;
- Designing an Accounting-Based, Performance Measure;
- Economic Value Added (EVA);
- Return on Investment (ROI);
- Strategic Performance Measurement: Balanced Scorecard;
- New Role for Managers and Management Accountants in Designing Incentive Systems.

Postgraduate Diploma, Postgraduate Certificate, and Diploma – Postgraduate - Short Course Regulation

Postgraduate Certificate, Postgraduate Diploma, and Diploma – Postgraduate: Their Distinction, Credit Value and Award Title

Postgraduate Short Courses of a minimum of five days' duration, are referred to as Diploma – Postgraduate. This means that they are postgraduate credits, towards a Postgraduate Certificate and Postgraduate Diploma. Postgraduate Certificate and Postgraduate Diploma represent Programmes of Study, leading to Awards bearing their title prefixes. While we, refer to our short studies, of 5 days to five weeks, as 'Courses', those with duration of 6 weeks and more are labelled 'Programmes'. Nevertheless, in line with popular usage, we often refer to all study durations as 'Courses'. Another mark of distinction, in this regard, is that participants in a short course are referred to as 'Delegates', as opposed to the term 'Students', which is confined to those studying a Postgraduate Programme.

Courses are of varying Credit-Values; some being Single-Credit, Double-Credit, Triple-Credit, Quad-Credit, 5-Credit, etc. These short courses accumulate to Postgraduate Certificate, with a total of 180 Credit-Hours (= 6 X 5-Day Courses or 3 X 10-Day Courses), or Postgraduate Diploma, with a total of 360 Credit-Hours (= 12 X 5-Day Courses or 6 X 10-Day Courses).

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Delegates studying courses of 5-7 days' duration, equivalent to 30-42 Credit-Hours (Direct Lecturer Contact), will, on successful assessment, receive the Diploma – Postgraduate Award. This represents a single credit at Postgraduate Level. While 6-day and 7-day courses also lead to a Diploma – Postgraduate, they accumulate 36 and 42 Credit Hours, respectively.

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

Because of the intensive nature of our courses and programmes, assessment will largely be in-course, adopting differing formats. These assessment formats include, but not limited to, in-class tests, assignments, end of course examinations. Based on these assessments, successful candidates will receive the Diploma – Postgraduate, Postgraduate Certificate, or Postgraduate Diploma, as appropriate.

In the case of Diploma – Postgraduate, a minimum of 70% overall pass is expected. In order to receive the Awards of Postgraduate Certificate and Postgraduate Diploma, candidates must have accumulated at least the required minimum 'Credit-Hours', with a pass (of 70% and above) in at least 70% of the courses taken.

Delegates and students who fail to achieve the requirement for Postgraduate Certificate, Postgraduate Diploma, or Diploma - Postgraduate - will be given support for 2 re-submissions for each course. Those delegates who fail to achieve the assessment requirement for the Postgraduate Diploma or Diploma - Postgraduate - on 2 resubmissions, or those who elect not to receive them, will be awarded the Certificate of Attendance and Participation.

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Diploma – Postgraduate, Postgraduate Certificate, and Postgraduate Diploma
Application Requirements

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

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

Admission and Enrolment Procedure

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

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Modes of Study and Duration of Postgraduate Certificate and Postgraduate Diploma Programmes

There are two delivery formats for Postgraduate Certificate and Postgraduate Diploma Programmes, as follows:

1. Intensive Full-time (Classroom-Based) Mode, lasting 3 months for Postgraduate Diploma, and 6 weeks for Postgraduate Certificate. These durations are based on six hours' lecturer-contact per day, five days (30 hours) per week, for Postgraduate Diploma.
2. Video-Enhanced On-Line Mode. This interactive online mode lasts twenty (20) weeks, for Postgraduate Diploma, and ten (10) weeks for Postgraduate Certificate. Our calculation is based on three hours per day, six days per week.

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

Introducing Our Video-Enhanced Online Study Mode

In a move away from the traditional online courses and embracing recent developments in technology-mediated distance education, HRODC Postgraduate Training Institute has introduced a Video-Enhanced Online delivery. This Online mode of delivery is revolutionary and, at the time of writing, unique to HRODC Postgraduate Training Institute.

You are taught as individuals, on a one-to-one or one-to-small-group basis. You see the tutor face to-face, for the duration of your course. You will interact with the tutor, ask and address questions; sit examinations in the presence of the tutor. It is as real as any face-to-face lecture and seminar can be. Choose from a wide range of Diploma – Postgraduate Courses and an increasing number of Specialist Postgraduate Certificate and Postgraduate Diploma Programmes. You might also accumulate Postgraduate Short Courses, via this mode of study, over a 6-year period, towards a Postgraduate Certificate or Postgraduate Diploma.

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Key Features of Our Online Study: Video-Enhanced Online Mode

- The tutor meets the group and presents the course, via Video, in a similar way to its classroom-based counterpart.
- All participants are able to see, and interact with, each other, and with the tutor;
- They watch and discuss the various video cases and demonstrations that form an integral part of our delivery methodology.
- Their assessment is structured in the same way as it is done in a classroom setting;
- The Video-Enhanced Online mode of training usually starts on the 1st of each month, with the cut-off date being the 20th of each month, for inclusion the following month;
- Its duration is twice as long as its classroom-based counterpart. For example, a 5-day (30 Credit Hours) classroom-based course will last 10 days, in Video-Enhanced Online mode. This calculation is based on 3 hours tuition per day, adhering to the Institute's required 30 Credit-Hours;
- The cost of the Video-Enhanced Online mode is 67% of similar classroom-based courses;
- For example, a 5-day classroom-based course, which costs Five Thousand Pounds, is only Three Thousand Three Hundred and Fifty Pounds (£3,350.00) in Video-Enhanced Online Mode.

10-Week Video-Enhanced Online Postgraduate Certificate and 20-Week Video-Enhanced Online Postgraduate Diploma

You might study an Online Postgraduate Certificate or Online Postgraduate Diploma, in 10 and 20 weeks, respectively, in the comfort of your office or homes, through HRODC Postgraduate Training Institute's Video-Enhanced Online Delivery. We will deliver the 180 Credit-Hours and 360 Credit-Hours, in line with our regulation, through 'Direct-Lecturer-Contact', within the stipulated timeframe. We aim to fit the tuition around your work, family commitment and leisure, thereby enhancing your maintenance of an effective 'work-study-life-style balance', at times convenient to you and your appointed tutor.

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Cumulative Postgraduate Certificate and Postgraduate Diploma Courses

All short courses can accumulate to the required number of Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, over a six-year period from first registration and applies to both general and specialist groupings. In this regard, it is important to note that short courses vary in length, the minimum being 5 days (Diploma – Postgraduate) – equivalent to 30 Credit Hours, representing one credit, as is tabulated below.

On this basis, the definitive calculation on the Award requirement is based on the number of hours studied (aggregate credit-value), rather than merely the number of credits achieved. This approach is particularly useful when a student or delegate studies a mixture of courses of different credit-values.

For those delegates choosing the accumulative route, it is advisable that at least one or two credits be attempted each year. This will ensure that the required 180 Credit-Hours and 360 Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, respectively, are achieved, within the designated period. These Credit-Values, awards and their accumulation are exemplified below.

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

Credit Value	Credit Hours	Award Title Prefix (& Suffix)
Single-Credit	30-54	Diploma - Postgraduate
Double-Credit	60-84	Diploma – Postgraduate (Double-Credit)
Triple-Credit	90-114	Diploma – Postgraduate (Triple-Credit)
Quad-Credit	120-144	Diploma – Postgraduate (Quad-Credit)
5-Credit	150-174	Diploma – Postgraduate (5-Credit)
6-Credit	180-204	Postgraduate Certificate
7-Credit	210-234	Postgraduate Certificate (+ 1 Credit)

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Examples of Postgraduate Course Credits: Their Value, Award Prefix & Suffix – Based on 5-Day Multiples		
Credit Value	**Credit Hours**	**Award Title Prefix (& Suffix)**
8-Credit	240-264	Postgraduate Certificate (+2 Credits)
9-Credit	270-294	Postgraduate Certificate (+3 Credits)
10-Credit	300-324	Postgraduate Certificate (+ 4 Credits)
11-Credit	330-354	Postgraduate Certificate (+5 Credits)
12-Credit	360	Postgraduate Diploma
360 Credit-Hours = Postgraduate Diploma		
12 X 5-Day Courses = 360 Credit-Hours = Postgraduate Diploma		
10 X 6-Day Courses = 360 Credit-Hours = Postgraduate Diploma		

Exemplification of Accumulated Postgraduate Certificate and Postgraduate Diploma Award Titles

All Specialist Postgraduate Certificate and Postgraduate Diploma Programmes have their predetermined Award Titles. Where delegates do not follow a Specialism, for accumulation to a Postgraduate Diploma, they will normally be Awarded a General Award, without any Specialist Award Title. However, a Specialist Award will be given, where a delegate studies at least seventy percent (70%) of his or her courses in a specialist grouping. These are exemplified below:

1. **Postgraduate Diploma in Accounting and Finance;**
2. **Postgraduate Certificate in Accounting and Finance;**
3. **Postgraduate Certificate in Aviation Management;**
4. **Postgraduate Diploma in Aviation Management;**
5. **Postgraduate Certificate in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
6. **Postgraduate Diploma in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**

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7. **Postgraduate Certificate in Business Communication;**
8. **Postgraduate Diploma in Business Communication;**
9. **Postgraduate Certificate in Corporate Governance;**
10. **Postgraduate Diploma in Corporate Governance;**
11. **Postgraduate Certificate in Costing and Budgeting;**
12. **Postgraduate Diploma in Costing and Budgeting;**
13. **Postgraduate Certificate in Client or Customer Relations;**
14. **Postgraduate Diploma in Client or Customer Relations;**
15. **Postgraduate Certificate in Engineering and Technical Skills;**
16. **Postgraduate Diploma in Engineering and Technical Skills;**
17. **Postgraduate Certificate in Events Management;**
18. **Postgraduate Diploma in Events Management;**
19. **Postgraduate Certificate in Health and Safety Management;**
20. **Postgraduate Diploma in Health and Safety Management;**
21. **Postgraduate Certificate in Health Care Management;**
22. **Postgraduate Diploma in Health Care Management;**
23. **Postgraduate Certificate in Human Resource Development;**
24. **Postgraduate Diploma in Human Resource Development;**
25. **Postgraduate Certificate in Human Resource Management;**
26. **Postgraduate Diploma in Human Resource Management;**
27. **Postgraduate Certificate in Information and Communications Technology (ICT);**
28. **Postgraduate Diploma in Information and Communications Technology (ICT);**
29. **Postgraduate Certificate in Leadership Skills;**
30. **Postgraduate Diploma in Leadership Skills;**
31. **Postgraduate Certificate in Law – International and National;**
32. **Postgraduate Diploma in Law – International and National;**
33. **Postgraduate Certificate in Logistics and Supply Chain Management;**
34. **Postgraduate Diploma in Logistics and Supply Chain Management;**

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35. **Postgraduate Certificate in Management Skills;**
36. **Postgraduate Diploma in Management Skills;**
37. **Postgraduate Certificate in Maritime Studies;**
38. **Postgraduate Diploma in Maritime Studies;**
39. **Postgraduate Certificate in Oil and Gas Operation;**
40. **Postgraduate Diploma in Oil and Gas Operation;**
41. **Postgraduate Certificate in Oil and Gas Accounting;**
42. **Postgraduate Diploma in Oil and Gas Accounting;**
43. **Postgraduate Certificate in Politics and Economic Development;**
44. **Postgraduate Diploma in Politics and Economic Development;**
45. **Postgraduate Certificate in Procurement Management;**
46. **Postgraduate Diploma in Procurement Management;**
47. **Postgraduate Certificate in Project Management;**
48. **Postgraduate Diploma in Project Management;**
49. **Postgraduate Certificate in Public Administration;**
50. **Postgraduate Diploma in Public Administration;**
51. **Postgraduate Certificate in Quality Management;**
52. **Postgraduate Diploma in Quality Management;**
53. **Postgraduate Certificate in Real Estate Management;**
54. **Postgraduate Diploma in Real Estate Management;**
55. **Postgraduate Certificate n Research Methods;**
56. **Postgraduate Diploma in Research Methods;**
57. **Postgraduate Certificate in Risk Management;**
58. **Postgraduate Diploma in Risk Management;**
59. **Postgraduate Certificate in Sales and Marketing;**
60. **Postgraduate Diploma in Sales and Marketing;**
61. **Postgraduate Certificate in Travel, Tourism and International Relations;**
62. **Postgraduate Diploma in Travel, Tourism and International Relations.**

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The actual courses studied will be detailed in a student or delegate's Transcript.

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