

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#168

Hospitality and Hospitality Operations Management: An International Perspective

Postgraduate Short Course

Leading To:

DIPLOMA - POSTGRADUATE IN

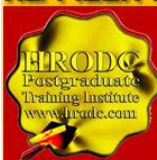
International Hospitality and Hospitality Operations Management Quad Credit, 120 Credit-Hours

Accumulating to A

Postgraduate Certificate, With 60 Additional Credit-Hours, or A

Postgraduate Diploma, With 240 Additional Credit-Hours

HRODC Postgraduate Training Institute
HQ : 122A Bhylls Lane, Castlecroft, Wolverhampton, West Midlands WV3 8DZ, UK



Prof. Dr. Ronald B. Crawford - Director

PhD (Uni London); M. Ed. M (Bristol); PGCIS (UWL); Adv. Dip. Sc. Ed (Bristol); Dip. Doc. Res. (Uni Wlv); F.I.M.S.; HR. S. (I.M.S.); Exec. M. AOM; M. AAM; M.I.S.G.S.; M.S.C.O.S.; M. RG. C.



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Websites:
<https://www.hrodc.com/>
<https://www.hrodc.london>
[postgraduateshortcourses.com/](https://www.postgraduateshortcourses.com/)

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HRODC Postgraduate Training Institute, A Postgraduate-Only Institution


Our UK Government's Verification and Registration

Our Institute is Verified by, and Registered with, the United Kingdom (UK) Register of Learning Providers (UKRLP), of the Department for Education (DfE). Its UK Provider Reference Number (UKPRN) is: 10019585 and might be located at: <https://www.ukrlp.co.uk/>.

Course Coordinator:

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

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



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- 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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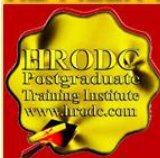


For Whom This Course is Designed
This Course is Designed For:

- Managers of an Hospitality Industry;
- Directors of an Hospitality Industry;
- Owners of an Hospitality Industry;
- Business professionals seeking to enter the hospitality industry;
- Hospitality workers who wish to gain management skills for upward mobility;
- Developers in the timeshare, vacation ownership, and condominium/hotel industries;
- Key personnel working for chambers of commerce, convention and visitors bureaus, tourism boards, and hotel/motel associations;
- Other professionals involved in the development of infrastructure for the hospitality industry;
- Those who are interested in pursuing an international hospitality management education.

Classroom-Based Duration and Cost:	
Classroom-Based Duration:	20 Days
Classroom-Based Cost:	£20,000.00 Per Delegate
Online (Video-Enhanced) Duration and Cost	
Online Duration:	40 Days – 3 Hours Per Day
Online Cost:	£13,400.00 Per Delegate

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Classroom-Based Course and Programme Cost includes:

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

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

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

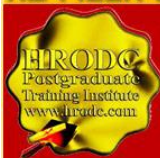
Daily Schedule: 9:30 to 4:30 pm.

Delivery Locations:

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

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Hospitality and Hospitality Operations Management: An International Perspective Course

Leading to Diploma – Postgraduate – in International Hospitality and Hospitality Operations Management Quad Credit, and 120 Credit-Hours, Accumulating to a Postgraduate Certificate, with 60 Additional Credit-Hours, or a Postgraduate Diploma, with 240 Additional Credit-Hours

Course Objectives

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


- Define hospitality and hospitality management;
- List examples of the kinds of businesses that make up the hospitality industry;
- Describe the characteristics of the hospitality industry;
- Explain corporate philosophy;
- Discuss why service has become such an important facet of the hospitality industry;
- Suggest ways to improve service;
- Describe hotel ownership and development via hotel franchising and management contracts;
- Classify hotels by type, location, and price;
- Discuss the concept and growth of vacation ownership;
- Name some prestigious and unusual hotels;
- Outline the duties and responsibilities of key executives and department heads;
- Draw an organizational chart of the rooms division of a hotel and identify the executive committee members;
- Describe the main functions of the rooms division departments;
- Describe property management systems and discuss yield management;

- Calculate occupancy percentages, average daily rates, and actual percentage of potential rooms' revenue;
- Outline the importance of the reservations and guest services functions;
- List the complexities and challenges of the concierge, housekeeping, and security/loss prevention departments;
- Describe the duties and responsibilities of a food and beverage director and other key department heads;
- Describe a typical food and beverage director's day;
- State the functions and responsibilities of the food and beverage departments;
- Perform computations using key food and beverage operating ratios;
- List and describe the main grape varieties;
- Suggest appropriate pairings of wine with food;
- Identify the various types of beer;
- List the types of spirits and their main ingredients;
- Explain a restaurant's liability in terms of serving alcoholic beverages;
- Describe the different characteristics of chain and independent restaurants;
- Identify some of the top chain and independent restaurants;
- List the classifications of restaurants;
- Differentiate the characteristics of chain and independent restaurants;
- Describe restaurant operations for the front of the house;
- Explain how restaurants forecast their business;
- Outline back-of-the-house operations;
- Identify key elements of an income statement;
- Name the key restaurant operating ratios;
- Outline the functional areas and tasks of a restaurant manager's job;
- Outline the different managed services segments;
- Describe the five factors that distinguish managed services operations from commercial ones;
- Explain the need for and trends in elementary and secondary school foodservice;
- Describe the complexities in college and university foodservice;
- Identify characteristics and trends in health care, business and industry, and leisure and recreation foodservices;

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- Define tourism;
- Outline the important international and domestic tourism organizations;
- Describe the economic impact of tourism;
- Identify promoters of tourism;
- List reasons why people travel;
- Describe the socio-cultural impact of tourism;
- Describe ecotourism;
- Discuss the relationship of recreation and leisure to wellness;
- Explain the origins and extent of government-sponsored recreation;
- Distinguish between commercial and noncommercial recreation;
- Name and describe various types of recreational clubs;
- Identify the major U.S. theme parks;
- Describe the operations of a country club;
- Outline the history of modern casinos;
- Describe the various components of modern casino hotels;
- Explain how casinos have been integrated into larger hospitality operations;
- Appreciate the spread of casino gaming across the United States and throughout the world;
- Understand the basic principles of casino operations;
- Discuss the different positions within the gaming industry;
- List the major players in the convention industry;
- Describe Destination Management Companies;
- Describe the different aspects of being a meeting planner;
- Describe the different types of contractors;
- Explain the different types of meetings, conventions and expositions;
- List the various venues for meetings, conventions and expositions;
- Define a special event;
- Describe what event planners do;
- Classify special events;
- Outline the skills and abilities required for event management;
- Identify the main professional organizations and associations involved with the special event industry;

- Identify the characteristics and practices of leaders and managers;
- Define leadership and management;
- Differentiate between leadership and management;
- Describe the key management functions;
- Describe the importance of planning;
- Discuss the merits of the different types of planning;
- Explain how goals are set and strategies are developed and give examples;
- Identify the seven steps in operational planning;
- Describe organizational structure and organizational design;
- Explain why structure and design are important to an organization;
- Identify the key elements of organizational structure;
- Explain team-based structures and why organizations use them;
- Describe matrix structures, project structures, independent business units, and boundary less organizations;
- Define communication;
- List barriers to effective interpersonal communication and how to overcome them;
- Differentiate between formal and informal communication;
- Explain communication flows and networks;
- Outline the eight steps in the decision-making process;
- Know the difference between rational, bounded rational, and intuitive decisions;
- Identify situations in which programmed decision is a better solution than a non-programmed decision;
- Differentiate the decision conditions of certainty, risk, and uncertainty;
- Define control;
- Give reasons why control is important;
- Describe the four-step control process;
- Distinguish among the three types of control;
- Explain the important financial controls;
- Describe the qualities of an effective control system;
- Outline the contemporary issues in control.

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Course Contents, Concepts and Issues

Part 1: Hospitality and Lodging: An Overview

- Hospitality, Defined;
- Hospitality Management, Defined;
- What Makes up the Hospitality Industry;
- Development of Hospitality:
 - Ancient Times;
 - Greece and Rome;
 - Medieval Times;
 - Coffee Houses;
 - The New World;
 - The French Revolution;
 - The Nineteenth Century;
 - The Twentieth Century.
- Hospitality Industry leaders;
- The Pineapple Tradition;
- Hospitality vis-à-vis Tourism;
- Characteristics of the Hospitality Industry;
- Philosophy of Hospitality Industry;
- Sustainable Hospitality;
- Success in Service;
- Usual Situations in the Hospitality Industry;
- Focusing in Service;
- Service and Total Quality Management (TQM);
- Case Study –Disney:
 - Approach to Guest Service;
 - Service Model;
 - Leadership Steps.

- Essential Characteristics of Hospitality Establishment Staffs;
- Careers;
- Career Goals;
- Self-Assessment and Personal Philosophy;
- Professional Organizations;
- Current Developments in the Hospitality Management.

Part 2: Operations Management: An Introduction

- Defining Operations management;
- The Origins of Operations Management;
- Development of Operations Management;
- Adam Smith's Contribution to Operations Management;
- Modern Operations Management;
- Crucial Elements of Operations Management.

Part 3: The Hotel Business

- Franchising in the Hospitality Industry;
- Referral Associations;
- Management Contracts;
- Real Estate Investment Trusts;
- Hotel Development;
- Economic Impact of Hotels;
- Classification of Hotels;
- Types and Locations of Hotels:
 - City Centre Hotels;
 - Resort Hotels;
 - Airport Hotels;
 - Freeway Hotels and Motels;
 - Casino Hotels;

- Convention Hotels;
 - Full-Service Hotels;
 - Economy/Budget Hotels;
 - Boutique Hotels;
 - Extended-Stay Hotels and All-Suite Extended-Stay Hotels;
 - Condotels and Mixed-Use Hotels;
 - Bed and Breakfast Inns.
- Best, Biggest, and Most Unusual Hotels and Chains;
 - Vacation Ownership;
 - International Perspective;
 - Sustainable or Green Lodging;
 - Current Developments in Hotel Development.

Part 4: Rooms Division Operations

- Functions and Departments of a Hotel;
- Management Structure;
- Role of the Hotel General Manager;
- The Executive Committee;
- The Departments:
 - Rooms Division;
 - Front Office:
 - ✚ The Guest Cycle.
 - Night Auditor.
- Revenue Management:
 - Energy Management Systems;
 - Call Accounting Systems;
 - Guest Reservation System;
 - Billing Guests;
 - Security;
 - Guest Comfort and Convenience;

- Reservations Manager;
- Communications CBX or PBX;
- Guest Services/Uniformed Services;
- Concierge;
- Housekeeping;
- Laundry;
- Sustainable Lodging:
 - Green Hotel Initiatives.
- Security/Loss Prevention;
- Current Developments in Hotels and Room Division Operations.

Part 5: Food and Beverage Operations

- Food and Beverage Management;
- Food & Beverage Organization Chart;
- Kitchen;
- Food Operations;
- Bars;
- Stewarding Department;
- Catering Department:
 - Seating Styles;
 - Catering Event Order (CEO);
 - Catering Coordinator;
 - Catering Services Manager (CSM).
- Room Service/In-Room Dining;
- Sustainable Food and Beverage Operations;
- Current Developments in Food and Beverage Operations.

Part 6: Beverages

- Wine;
- Light Beverage Wines;
- Sparkling Wines;
- Fortified and Aromatic Wines;
- The History of Wine;
- The Wine-Making Process;
- Wine Matching with Food;
- Major Wine-Growing Regions;
- Reading Wine Label;
- Wine and Health;
- Sustainable Wine Production;
- Beer:
 - The Brewing Process;
 - Organic and Craft Beers, Microbreweries, and Brewpubs.
- Spirits:
 - Whiskies:
 - ✚ Scotch Whisky;
 - ✚ Irish Whisky;
 - ✚ Bourbon Whisky;
 - ✚ Canadian Whisky;
 - ✚ White Spirits;
 - ✚ Other Spirits;
 - ✚ Cocktails.
- Non-alcoholic Beverages:
 - Non-alcoholic Beer;
 - Coffee;
 - Tea;
 - Carbonated Soft Drinks and Energy Drinks;
 - Juices;
 - Bottled Water.

- Bars and Beverage Operations:
 - Bar Set Up;
 - Inventory Control;
 - Beverage Management Technology;
 - Personnel Procedures.
- Restaurant and Hotel Bars;
- Nightclubs;
- Brewpubs and Microbreweries;
- Sports Bars;
- Coffee Shops;
- Liquor Liability and the Law;
- Current Developments in the Beverage Industry.

Part 7: The Restaurant Business

- Introducing the Restaurant Business;
- Classical Cuisine;
- Food Trends and Practices;
- Culinary Practices;
- Developing a Restaurant;
- Operating Philosophy, Mission, Goals, and Objectives;
- Restaurant Market;
- Restaurant Concept;
- Restaurant Location;
- Restaurant Ambiance;
- Sustainable Restaurants;
- Menu Planning:
 - Needs and Desires of Guests;
 - Capabilities of Chefs;
 - Equipment Capacity and Layout;
 - Consistency and Availability of Menu Ingredients;
 - Price and Pricing Strategy;

- Nutritional Value;
 - Accuracy in Menu;
 - Menu Analysis;
 - Menu Engineering;
 - Menu Design and Layout.
- Classifications of Restaurants:
- Fine Dining;
 - Celebrity Restaurants;
 - Steak Houses;
 - Casual Dining and Dinner House Restaurants;
 - Family Restaurants;
 - Ethnic Restaurants;
 - Theme Restaurants;
 - Quick Service/Fast Food.
- Hamburger;
- Pizza;
- Chicken;
- Sandwich Restaurants;
- Bakery Café;
- Current Developments in Restaurant Business.

Part 8: Restaurant Operations – Front of the House and Back of the House


- Front of the House;
- Restaurant Organizational Chart;
- Restaurant Forecasting;
- Service;
- Types of Restaurant Service;
- Suggestive Selling;
- Front of the House Restaurant Systems:
- Kitchen Display Systems;

- Guest Service Solutions.
- Back of the House Restaurant Systems:
 - Wireless POS System;
 - Labor Management;
 - Financial Reporting;
 - Personal Digital Assistants (PDAs).
- Back of the House:
 - Food Production.
- Kitchen/Food Production;
- Staffing and Scheduling;
- Training and Development;
- Production Procedures;
- Management Involvement and Follow Up;
- Employee Recognition;
- Food Cost Control Process;
- Purchasing;
- Receiving, Storing, Issuing;
- Budgeting;
- Restaurant Accounting;
- Balance Sheet:
 - Operating or Income Statement;
 - Operating Ratios;
 - Food Cost Percentage;
 - Contribution Margin;
 - Labour Cost Percentage;
 - Prime Cost;
 - Beverage Cost Percentage.
- Lease and Controllable Expenses;
- Restaurant Manager Job Analysis:
 - Human Resource Management;
 - Financial Management;
 - Operations Management;

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- Recycling.
- Current Developments in Restaurant Operations.

Part 9: Managed Services

- Overview of Managed Services;
- Airlines and Airports:
 - In-flight Food Service and Airport Food Service.
- Military;
- Elementary and Secondary Schools:
 - Nutrition Education Programs.
- Colleges and Universities:
 - Student's Union.
- Managing Managed Services;
- Sustainable Managed Services;
- Health Care Facilities;
- Business & Industry;
- Managed Service Other Than Food;
- Leisure and Recreation;
- Stadium Points of Service;
- Other Facilities;
- Advantages and Disadvantages;
- Current Developments in Managed Services.

Part 10: The Interrelated Nature between Hospitality Management and Tourism

- What is Tourism?;
- Benefits of Tourism;
- Long-Term Prospects: Tourism 2020 Vision;
- The Five Ages of Tourism;
- Pre-Industrial Revolution;
- Rail, Automobile, and Coach Travel;

- Travelling by Train;
- Rail Travel Abroad;
- Travelling by Car:
 - Rental Cars.
- Travelling by Bus:
 - Types of Bus Service.
- Airlines;
- The-Hub-and-Spoke System;
- New Airplanes;
- Components of Airline Profit and Loss;
- Load Factor;
- Cruise Ships;
- Cruise Market;
- The Economic Impact of Tourism;
- The Multiplier Effect;
- Promoters of Tourism:
 - State Offices of Tourism;
 - City Level Offices of Tourism and Convention Centres;
 - National Offices of Tourism;
 - Tour Operators;
 - Travel Agencies;
 - Tour Wholesalers and Consolidators;
 - Destination Management Companies.
- Business Travel;
- Social and Cultural Impact of Tourism;
- Ecotourism;
- Sustainable Ecotourism;
- Cultural, Heritage, Nature and Volunteer Tourism;
- World Heritage Sites:
 - Cultural Tourism;
 - Heritage Tourism;
 - Nature Tourism;

- Culinary Tourism;
 - Volunteer Tourism.
- Current Developments in Tourism.

Part 11: Recreation, Attractions, and Clubs

- Recreation, Leisure, and Wellness;
- Government-Sponsored Recreation;
- National Park Service;
- National Park Management;
- Public Recreation and Parks Agencies;
- Commercial Recreation and recreation Management;
- National Park Management;
- Public Recreation and Parks Agencies;
- Theme Parks;
- Size and Scope of the Theme Park Industry;
- Case Studies:
 - Walt Disney;
 - Magic Kingdom;
 - Universal Studios;
 - Sea World Parks and Entertainment;
 - Hershey's.
- Regional Theme Parks;
- Animal Attractions;
- Historic Places/Sites;
- Museums;
- Performance Arts;
- Destinations;
- Managing Attractions;
- Clubs;
- Size and Scope of the Club Industry;
- Club Management:
 - Types of Clubs;

- Club Management Structure;
 - Management to Leadership;
 - Sustainable Golf Course Management.
- Non-commercial Recreation;
- Current Developments in Recreation and Leisure.

Part 12: Gaming Entertainment

- Casino Resort;
- What is Gambling?;
- Comps: A Usual Part of an Unusual Business;
- Types of Casino Operations;
- Components of Casino Resorts;
- Evolution of Gambling and Casinos;
- Working in a Casino Resort:
- Hotel Operations;
 - Food and Beverage Operations.
- The Mirage Effect;
- Sustainability in Gaming Entertainment;
- Career Information;
- Current Developments in the Gaming Entertainment Industry.

Part 13: Meetings, Conventions, and Expositions

- Development of the Industry;
- Size and Scope of the Industry;
- Key Players in the Industry;
- Destination Management Companies;
- Meeting Planners;
- Service Contractors;
- Types of Meetings;
- Association Meetings;

- Conventions and Expositions;
- Types of Associations;
- Types of Meetings;
- Meeting Planning;
- Contracts;
- Conference Event Order;
- Venues for Meetings, Conventions, and Expos;
- Trends.

Part 14: Special Events

- Functions of Event Planners;
- Event Management;
- The Event Planning Process;
- Challenges and Tools for Event Planners and Managers:
 - Time Management;
 - Financial Management;
 - Technology;
 - Effective Human Resource Management.
- Classifications of Special Events;
- Required Skills and Abilities for Event Management;
- Special Event Organizations;
- Sustainability in Special Events;
- The Special Events Job Market;
- Current Developments in Special Events.

AREAS OF HOSPITALITY MANAGEMENT

Part 15: Leadership and Management

- Leadership;
- Leadership Traits;
- Identifiable Practices Common to Leaders;
- Definitions of Leadership;
- Transactional Leadership;
- Transformational Leadership;
- Examples of Excellence in Leadership;
- Demands Placed on Leaders;
- Common Traits Among Leaders;
- Approaches to Becoming a Hotel Leader;
- Hospitality Management;
- What is Management?;
- Efficiency vs. Effectiveness;
- Who Are Managers?;
- Key Management Functions;
- Managerial Skills;
- Manager's Changing Role;
- Sustainable Leadership;
- Distinction between Leadership and Management;
- Ethics;
- Current Developments in Leadership and Management.

Part 16: Planning

- What is Planning?;
- The Purpose of Planning;
- Hierarchy of Planning in Organizations;
- Strategic Planning and Strategic Management;
- Strategic Management Process;
- Strategic Planning Process;
- Corporate-Level Strategies;
- SWOT Analysis;
- Environmental Scanning;
- Forecasting;
- How do Manager's Plan?;
- Operational Goal Setting;
- Management Concepts and Approaches:
 - Management by Objectives (MBO);
 - Total Quality Management (TQM);
 - Benchmarking.
- Policies, Procedures, and Rules;
- Budgeting;
- Scheduling;
- Project Management;
- Current Developments in Planning.

Part 17: Organising

- The Purpose of Organising;
- Defining Organizational Structure;
- The New "Upside-Down" Organizational Chart;
- Work Specialization/Division of Labor;
- Departmentalization;

- Authority & Responsibility;
- Chain of Command;
- Increasing Span of Control;
- Empowerment;
- Centralization vs. Decentralization;
- Organizational Design Decisions;
- Contemporary Organizational Designs;
- Matrix & Project Structures;
- Independent Business Units;
- Boundaryless Organizations;
- The Four Types of Contemporary Organizational Designs;
- Team & Employee Involvement;
- How Companies Use Teams;
- How to Build Productive Teams;
- Job Rotation, Enlargement & Enrichment;
- Current Developments in Organising.

Part 18: Communications and Decision Making

- Managerial Communication;
- Communication;
- Types of Communication;
- 7 Elements: Interpersonal Communication Process;
- Noise;
- Communicating Interpersonally;
- Barriers to Effective Interpersonal Communication;
- Overcoming Barriers;
- Formal vs. Informal Communication;
- Flow of Communication;
- Communication Networks;
- Decision-Making Process;
- Making Decisions;

- Types of Problems & Decisions;
- Decision-Making Styles;
- Decision-Making Styles;
- Current Developments in Communications and Decision-Making.

Part 19: Control

- What is Control?;
- Why is Control Important?;
- The Control Process;
- Setting Standards;
- Measuring;
- How We Measure;
- What We Measure;
- Comparing Results;
- Taking Managerial Action;
- Types of Controls;
- Other Types of Control;
- Operational Financial Control;
- Qualities of an Effective Control System;
- Contingency Plans and Controls;
- Adjusting Controls for Cultural Differences;
- Workplace Privacy;
- Workplace Theft;
- Workplace Violence;
- Controlling Sustainability;
- Current Developments in Control.

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).

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.

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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.

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.

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

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

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

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

Introducing Our Video-Enhanced Online Study Mode

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

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

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

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

- For example, a 5-day classroom-based course, which costs Five Thousand Pounds, is only Three Thousand Three Hundred and Fifty Pounds (£3,350.00) in Video-Enhanced Online Mode.

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

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

Cumulative Postgraduate Certificate and Postgraduate Diploma Courses

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

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

For those delegates choosing the accumulative route, it is advisable that at least one or two credits be attempted each year. This will ensure that the required 180 Credit-Hours and 360 Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, respectively, are

Hospitality and Hospitality Operations Management: An International Perspective Course, Leading to Diploma Postgraduate - in International Hospitality and Hospitality Operations Management (Quad Credit), and 120 Credit-Hours, Accumulating to A Postgraduate Certificate, with 60 Additional Credit-Hours, a Postgraduate Diploma, with -240 Additional Credit-Hours 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)
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

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Hospitality and Hospitality Operations Management: An International Perspective Course, Leading to Diploma Postgraduate - in International Hospitality and Hospitality Operations Management (Quad Credit), and 120 Credit-Hours, Accumulating to A Postgraduate Certificate, with 60 Additional Credit-Hours, a Postgraduate Diploma, with -240 Additional Credit-Hours at least seventy percent (70%) of his or her courses in a specialist grouping. These are exemplified below:

1. **Postgraduate Diploma in Accounting and Finance;**
2. **Postgraduate Certificate in Accounting and Finance;**
3. **Postgraduate Certificate in Aviation Management;**
4. **Postgraduate Diploma in Aviation Management;**
5. **Postgraduate Certificate in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
6. **Postgraduate Diploma in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
7. **Postgraduate Certificate in Business Communication;**
8. **Postgraduate Diploma in Business Communication;**
9. **Postgraduate Certificate in Corporate Governance;**
10. **Postgraduate Diploma in Corporate Governance;**
11. **Postgraduate Certificate in Costing and Budgeting;**
12. **Postgraduate Diploma in Costing and Budgeting;**
13. **Postgraduate Certificate in Client or Customer Relations;**
14. **Postgraduate Diploma in Client or Customer Relations;**
15. **Postgraduate Certificate in Engineering and Technical Skills;**
16. **Postgraduate Diploma in Engineering and Technical Skills;**
17. **Postgraduate Certificate in Events Management;**
18. **Postgraduate Diploma in Events Management;**
19. **Postgraduate Certificate in Health and Safety Management;**
20. **Postgraduate Diploma in Health and Safety Management;**
21. **Postgraduate Certificate in Health Care Management;**
22. **Postgraduate Diploma in Health Care Management;**
23. **Postgraduate Certificate in Human Resource Development;**
24. **Postgraduate Diploma in Human Resource Development;**
25. **Postgraduate Certificate in Human Resource Management;**
26. **Postgraduate Diploma in Human Resource Management;**

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- 27. Postgraduate Certificate in Information and Communications Technology (ICT);**
- 28. Postgraduate Diploma in Information and Communications Technology (ICT);**
- 29. Postgraduate Certificate in Leadership Skills;**
- 30. Postgraduate Diploma in Leadership Skills;**
- 31. Postgraduate Certificate in Law – International and National;**
- 32. Postgraduate Diploma in Law – International and National;**
- 33. Postgraduate Certificate in Logistics and Supply Chain Management;**
- 34. Postgraduate Diploma in Logistics and Supply Chain Management;**
- 35. Postgraduate Certificate in Management Skills;**
- 36. Postgraduate Diploma in Management Skills;**
- 37. Postgraduate Certificate in Maritime Studies;**
- 38. Postgraduate Diploma in Maritime Studies;**
- 39. Postgraduate Certificate in Oil and Gas Operation;**
- 40. Postgraduate Diploma in Oil and Gas Operation;**
- 41. Postgraduate Certificate in Oil and Gas Accounting;**
- 42. Postgraduate Diploma in Oil and Gas Accounting;**
- 43. Postgraduate Certificate in Politics and Economic Development;**
- 44. Postgraduate Diploma in Politics and Economic Development;**
- 45. Postgraduate Certificate in Procurement Management;**
- 46. Postgraduate Diploma in Procurement Management;**
- 47. Postgraduate Certificate in Project Management;**
- 48. Postgraduate Diploma in Project Management;**
- 49. Postgraduate Certificate in Public Administration;**
- 50. Postgraduate Diploma in Public Administration;**
- 51. Postgraduate Certificate in Quality Management;**
- 52. Postgraduate Diploma in Quality Management;**
- 53. Postgraduate Certificate in Real Estate Management;**
- 54. Postgraduate Diploma in Real Estate Management;**

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55. Postgraduate Certificate n Research Methods;

56. Postgraduate Diploma in Research Methods;

57. Postgraduate Certificate in Risk Management;

58. Postgraduate Diploma in Risk Management;

59. Postgraduate Certificate in Sales and Marketing;

60. Postgraduate Diploma in Sales and Marketing;

61. Postgraduate Certificate in Travel, Tourism and International Relations;

62. Postgraduate Diploma in Travel, Tourism and International Relations.

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

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

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