HRODC Postgraduate Training Institute

A Postgraduate-Only Institution

#035

Strategic Management and Project Management

Postgraduate Short Course

Leading To:

DIPLOMA - POSTGRADUATE IN

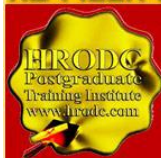## Strategic Management and Project Management, Double Credit, 60 Credit-Hours

Accumulating to A

Postgraduate Certificate, With 120 Additional Credit-Hours, or A

Postgraduate Diploma, With 300 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.

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);

➢ 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

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

- ➢ General Managers;
- ➢ Managing Directors;
- ➢ Strategic Planners;
- ➢ Chief Executive Officers (CEOs);
- ➢ Chief Operations Officers (COOs);
- ➢ Chief Financial Officers (CFOs);
- ➢ Senior Managers;
- ➢ Middle Managers;
- ➢ Junior Managers;
- ➢ Business Owners;
- ➢ Entrepreneurs;
- ➢ Project Managers;
- ➢ Supervisors.

Classroom-Based Duration and Cost:	
Classroom-Based Duration:	10 Days
Classroom-Based Cost:	£10,000.00 Per Delegate
Online (Video-Enhanced) Duration and Cost	
Online Duration:	20 Days – 3 Hours Per Day
Online Cost:	£6,700.00 Per Delegate

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.**

Strategic Management and Project Management Course

Leading to Diploma – Postgraduate – in Strategic Management and Project Management (Double Credit) and 60 Credit-Hours, Accumulating to a Postgraduate Certificate, with 150 Additional Credit-Hours, or a Postgraduate Diploma, with 300 Additional Credit-Hours

Course Objectives

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

➢ Advise others of the situations in which participant observation, conversation analysis, documentary analysis, focus groups, interviews & questionnaires, respectively, are appropriate;

➢ Analyse the threats that the organisation faces and how they might be circumvented;

➢ Analyse their organisation using PEST, PESTEL and LONGPEST factors into account.

➢ Apply the 'equity' theory to work situation from a 'differentiation perspective', rather than an 'equality perspective'.

➢ Assess the organisation's strengths and weaknesses;

➢ Assess the value of secondary sources of information as a prelude to the conduct of primary research;

➢ Choose sources of information appropriate for the type of research being conducted;

➢ Choose the methodology that best suits the type of investigation being conducted & appropriate to the research objectives;

➢ Choose the most appropriate data elicitation techniques, in relation to the sampling frame, sampling unit, sample size & time span, among other factors;

➢ Conduct an effective SWOT analysis, taking account of the political, economic, social, and technological factors into account; and

➢ Critically appraise existing motivation strategy within their organisations, identifying and addressing gaps;

➢ Demonstrate an awareness of the consequences of failure to meet the organisations external accountability;

➢ Demonstrate an understanding of an organisation or its subsystem's need to meet the expectations of the external environment;

➢ Demonstrate an understanding of the concept of motives and their value in organisational and subsystem effectiveness;

➢ Demonstrate an understanding of the different levels and types of organisations and objectives;

➢ Demonstrate an understanding of the importance of delegation; and

➢ Demonstrate an understanding of the meaning of collegiality within a project management and general organisational setting;

➢ Demonstrate an understanding of the organisation, as an entity, as opposed to other groups;

➢ Demonstrate an understanding of the system's approach to project management;

➢ Demonstrate how popular motivation theories have contributed to our understanding of worker behaviour;

➢ Demonstrate leadership in the implementation of change, whilst avoiding whilst avoiding Human and Organisational Casualties.

➢ Demonstrate the competence in managing the delegation process effectively.

➢ Demonstrate their ability to design an appropriate organisational structure that takes account of contingent internal and external environmental factors.

➢ Demonstrate their ability to formulate a comprehensive motivation strategy;

➢ Demonstrate their ability to translate motivation theory into practice;

➢ Demonstrate their appreciation and understanding of how organisations, and particularly managers, might control, modify or re-engineer their work environment through a study of management/leadership styles, control systems, organisational development and learning.

➢ Demonstrate their appreciation of the need for a variance in intrinsic and extrinsic values if motivation;

➢ Demonstrate their awareness of change management and human resource implications;

➢ Demonstrate their understanding of different project methodologies, determining their benefits and pitfalls for particular types projects;

➢ Design a research project that incorporates a high ethical standard.

➢ Design a research project, taking account of important issues;

➢ Design interviews & questionnaires that will elicit information appropriate to the research objectives;

➢ Design measures, which will ensure change institutionalisation; and

➢ Design questionnaires & interview schedules, with a mixture of open-ended & closed-ended questions, avoiding forced-choice in the latter;

➢ Design structured & unstructured questions, determining the conditions under which they should be used;

➢ Determine and develop a project life cycle;

➢ Determine factors within their work environments that are stressors;

➢ Determine the activities and problems associated with each stage of the project life cycle;

➢ Determine the cost effectiveness of a project or a stage in its life cycle;

➢ Determine the factors which cause company's failure;

➢ Determine the factors, which contribute to workers' resistance to change;

➢ Determine the most appropriate methodology for individual situations.

➢ Determine the most effective ways of communicating change decisions to workers;

➢ Determine the opportunities that are available to the organisation and how it might best take advantage of it;

➢ Determine the situations when a particular approach might be appropriate;

➢ Determine the value of information in project methodology;

➢ Develop a sound strategic decision incorporating its three elements;

➢ Develop a strategy for maintaining their strengths while developing their weak areas;

➢ Develop an awareness for their own strengths and weaknesses;

➢ Distinguish between change strategies and approaches to change;

➢ Distinguish between the different sets of motivation theories, notably content, process and reinforcement;

➢ Draw on the concept of 'equifinality' in managing the different project stages;

➢ Employ appropriate data analysis techniques, based on the type & volume of data available;

➢ Establish an effective planning mechanism that will facilitate effective project implementation;

➢ Evaluate the appropriateness of the application of particular theoretical aspects of motivation to specific situations;

➢ Explain the concept of strategic management and relate its contribution to the success of an organisation;

➢ Follow the strategic management process in undertaking organisational strategy; and

➢ Follows the common trends in the popular motivation theories;

➢ Formulate a workable motivation strategy;

➢ Formulate project objectives;

➢ Have an awareness of the fundamental issues associated with organisational design and their implications for effective organisational functioning;

➢ Identify appropriate roles in research project management & produce realistic costing; and

➢ Identify the 3 levels of corporate approach;

➢ Identifying 'trends' & 'patterns' in information, in an effort to arrive at conclusions;

➢ Illustrate how the contingency approach to motivation might be applied to different situations;

➢ Illustrate the advantages and disadvantages of each strategy;

➢ Illustrate the advantages and drawbacks of group involvement in decisions related to change;

➢ Incorporate the strategic approaches in the operation of the organisation;

➢ Indicate the part that training and development play in worker motivation;

➢ Learn how to conduct the three tests in assessing the effectiveness of the organisation and select which among them should be employed by the organisation;

➢ Locate performance related pay, productivity bonuses and other remuneration inducement within existing motivation theory;

➢ Make research proposals, taking pertinent factors into account;

➢ Manage latent and manifest resistance to change;

➢ Manage research projects, from inception to reporting;

➢ Manage the motivation process, taking account of the differences in preferences and expectation of workers;

➢ Manage the process of motivation, taking account of socio cultural and economic differences;

➢ Manage their interaction with colleagues and managers, in such a way that they get their desired results.

➢ Manage their time effectively, contributing to individual success and organisational improvement;

➢ Manage their workload in such a way that they reduce the negative effects of their associated stressor;

➢ Produce effective reports, adhering to conventional styles, presenting evidence from the data, & exploiting visual representations;

➢ Put forward their points without generating negative reaction from others; and

➢ Solicit evaluate and communicate information effectively for the enhancement of project decision making;

➢ Suggest the efforts, which an organisation might employ to reduce workers' resistance to change;

➢ Use SPSS and, or, Excel software packages in analysing data;

➢ View project management in a holistic manner;

➢ Will determine the most effective control mechanism to employ in project management.

Course Contents, Concepts and Issues

Part 1 – Strategic Management: An Overview

➢ Defining Strategy;

➢ Three Levels of Strategy;

➢ Basic Strategic Approaches;

➢ What Makes Strategy Effective?

- The Value Added Test;
- The Consistency Test;
- The Competitive Advantage Test.

➢ Three Elements of Strategic Decision;

➢ What is Strategic Management?;

➢ The Strategic Management Process:

- Mission;
- Objectives;
- External and Internal Analysis;

- Strategic Choice;
- Strategy Implementation;
- Competitive Advantage.

➢ Why do Companies Fail?.

Part 2 – The Individual in a Dynamic Environment

➢ Individual Strengths and Weaknesses Analysis;

➢ Work Pressure as a 'Stressor';

➢ Dealing With Work Pressure;

➢ Time Management and 'Accounting Throughput';

➢ Pragmatic Assertiveness: Improving Your Ability To Question and Challenge.

Part 3 – Organisational Analysis: An Internal View

➢ Definition of Organisation;

➢ Organisational Objectives;

➢ The Collegium;

➢ Organisational Tasks;

➢ Division of Work/Labour;

➢ Delegation of Role, Task, Power, Authority in a Project Management and General Organisational Setting;

➢ Responsibility for Task Performance in an Organisation-Wide Context and Project Setting;

➢ Organisational Accountability: Internal and External;

➢ Internal Accountability: Worker Accountability to Team Managers and Project Leaders;

➢ Authority;

➢ Two Facets of Authority;

➢ The Second Facet of Authority;

➢ Traditional Authority;

➢ Legitimate Authority;

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➢ Professional Authority;

➢ Power.

Part 4 – Organisational Analysis: A Strategic View

➢ External Organisational Accountability;

➢ Accountability to Owners/Sponsors;

➢ Accountability to Clients/Users/Customers;

➢ Accountability to Creditors;

➢ Accountability to Sector or Industry;

➢ Accountability to The State – Government, Generally; Regulatory Authorities (E.g. Office of Fair Trading, Competition Commission, Trading Standards, Sector Regulators, City Regulators.

Part 5 – Internal and External Organisational Analysis: A Strategic View

➢ Organisational Internal Analysis;

➢ Organisational Strengths and Weaknesses Analysis;

➢ Organisational External Analysis: Opportunities and Threats Analysis;

➢ Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis;

➢ External Global Analysis; Local, National, Global Analyses of PEST Factors or LONGPEST Analysis;

➢ Political, Economic, Social, Technological, European, Legal Analysis or PESTEL Analysis.

Part 6 – Internal and External Organisational Analysis: A Strategic View

Methods of Data Gathering

➢ Questionnaire, Interview and Scalar Checklist Design;

➢ Information Gathering: Documentary Analysis, Conversation Analysis and 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.

Part 7 – Project Totality: A Systems View of Project Management (1)

Project Management Overview

➢ Defining a Project;

➢ Benefits of Project Management;

➢ What Project Management Helps You to Achieve?;

➢ Factors Determining Project Success;

➢ Project Constraints:

- Scope;

- Time;

- Cost.

➢ Project Management Cost Estimating Tools;

➢ Project Cycle Management (PCM).

Part 8 – Project Totality: A Systems View of Project Management (2)

Project Life Cycle

➢ 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;
- Why do Project Fails?.

Part 9 – Project Management: Approaches and Methodologies

- An Introduction to Structured Systems Analysis And Design Method (SSADM);
- Feasibility Study;
- Project Definition and Profile;
- Deciding On Analytical and Project Approach;
- Analytical Toolkit;
- Project Methodologies – Iterative Through To Waterfall;
- Joint Application Design (JAD);
- Process Re-Engineering;
- RUP;
- Rapid Application Development (RAD);
- Process Mapping/Modelling;
- CASE;
- Facilitation/Workshop;
- Data Modelling;
- Strategy;
- Creativity Reviewing;
- The Bigger Picture;

➢ Objectivity;

➢ Testing Techniques;

➢ Prototyping;

➢ Cause and Effect Analysis;

➢ Root Cause Analysis.

Part 10 – Motivating Workers in a Project Setting

➢ Directing or Leading;

➢ The Concept of Motivation;

➢ Theories of Motivation;

➢ Equitable Reward Systems;

➢ Designing an Effective Motivation Strategy;

➢ The Collectivist vs. the Individualist Perspective of Motivation;

➢ Common Trends in Motivation Theories.

Part 11 – Organisational Design: Structuring and Restructuring Organisations 1

➢ An Introduction to Organisational Design: Approaches to Organisational Design - Classical, Neo-Classical and Contingency Approaches;

➢ Organisational Structure: Internal and External Relationships;

➢ Vertical and Horizontal Relationships;

➢ Lines of Authority and Accountability;

➢ The Functional Structure.

Part 12 – Organisational Design: Structuring and Restructuring Organisations 2

➢ The Divisional Structure and Its Internal Relationships;

➢ Basis of Divisionalisation;

➢ The Divisional Structure Compared With the Functional Structure On The Basis Of Communication, Co-Ordination, Autonomy, Control and Flexibility;

➢ The Organisation of The Matrix Structure Decision-Making and Communication Patterns In Functional, Divisional And Matrix Structures Compared.

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.

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.

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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

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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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;**

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;**

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