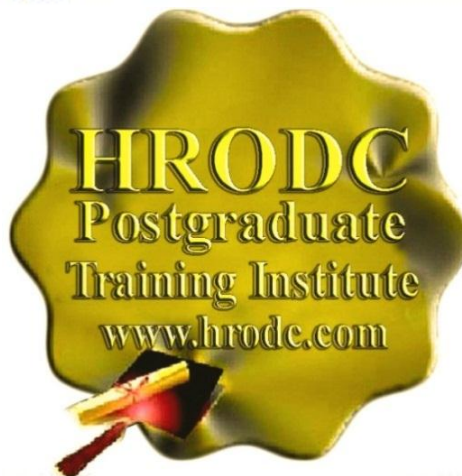# HRODC Postgraduate Training Institute

#035

Strategic Management and Project Management

Course or Seminar

Leading To

DIPLOMA - POSTGRADUATE IN

Strategic Management and Project Management (Double Credit)

Accumulating to

POSTGRADUATE DIPLOMA

Progressing To A Masters Degree –

MBA – MSc – MA

Wolverhampton (HQ)

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HRODC Postgraduate Training Institute

Strategic Management and Project Management

Course or Seminar

Leading To

DIPLOMA - POSTGRADUATE IN

Strategic Management and Project Management (Double Credit)

Accumulating to

POSTGRADUATE DIPLOMA

Progressing To A Masters Degree –

MBA – MSc – MA

Course Co-ordinator:
Prof. Dr. R. B. Crawford – Director HRODC Postgraduate Training Institute

- ✓ PhD (London),
- ✓ MEd. M. (Bath),
- ✓ Adv. Dip. Ed. (Bristol),
- ✓ PGCIS (TVU),
- ✓ ITC (UWI),
- ✓ MSCOS
- ✓ Member of the Asian Academy of Management - MAAM,
- ✓ Member of the International Society of Gesture Studies - MISGS
- ✓ Member of the Academy of Management - MAOM,
- ✓ LESAN,
- ✓ Visiting Professor Polytechnic University of the Philippines – PUP

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

Course Duration: 6 Days X 2 (12Days)

This is a complete course, lasting 12 consecutive days, but which can be taken in 2 six-day parts. Each Part leading to the Diploma – Postgraduate in Strategic Management and Project Management, Parts 1 & 2, respectively.

Part 1 Cost and Duration:

Duration: 6 Days

Cost:
- ✓ **£4,800.00   + VAT (Government Tax) Per Delegate for UK Delivery**
- ✓ **£6,000.00 + VAT (Government Tax) Per Delegate for non-UK European Delivery**
- ✓ **£6,000.00 Per Delegate for Non-European Delivery (No VAT - Government Tax)**

Part 2 Cost and Duration:

Duration: 6 Days

Cost:
- ✓ **£4,800.00   + VAT (Government Tax) Per Delegate for UK Delivery**
- ✓ **£6,000.00 + VAT (Government Tax) Per Delegate for non-UK European Delivery**
- ✓ **£6,000.00 Per Delegate for Non-European Delivery (No VAT - Government Tax)**

Parts 1 and 2 (Double Credit) Cost and Duration:

Duration: 12 Days

Cost:
- ✓ **£9,600.00   + VAT (Government Tax) Per Delegate for UK Delivery**
- ✓ **£12,000.00 + VAT (Government Tax) Per Delegate for non-UK European Delivery**
- ✓ **£12,000.00 Per Delegate for Non-European Delivery (No VAT - Government Tax)**

Cost includes:

- ✓ Continuous refreshments,

- ✓ Hot Lunch,

- ✓ Stationery,

- ✓ Course Guide and Supplement,

- ✓ HRODC Postgraduate Training Institute's Diploma – Postgraduate - or

✓ Certificate of Attendance and Participation

Course runs from 9:30 to 4:30 pm.

Location: Central London and International Locations

Schedule - Part 1:
http://hrodc.com/HRODC_Seminar_Schedule_06-
07.International_Seminar_Schedule_UK_Seminars.htm

Click to book this course:
http://www.hrodc.com/Course_Booking_Form_London_Dubai_Kuala_Lumpur_Paris_Joh
annesburg_Cairo_Jeddah_Abu_Dhabi_Kuwait_MBA_MSc_MA_Course.htm

Course Programme for Strategic Management and Project Management
Leading to Diploma-Postgraduate in Strategic Management and Project Management (Double Credit)

Strategic Management and Project Management Part 1

Strategic Management in a Dynamic Environment
Objectives

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

✓ Demonstrate a heightened understanding of the concept of strategy;

✓ Elucidate the strategy process in both business and non-business organisations;

✓ Provide an informed guide into the Strategic Decision Process;

✓ Make a case for an effective Information Management System in Strategic Decision-making;

✓ Determine the elements of organisational decisions that represent 'strategic choices';

✓ Provide a basis for 'strategic choice' amidst competing alternatives.

Strategic Management in a Dynamic Environment
Contents, Concepts and Issues

- The concept of strategy;

- The strategy process in both business and non-business organisations;

- Factors pertinent to the 'Strategic Decision Process';

- The importance of Information Management System in Strategic Decision-making;

- Organisational decisions as 'strategic choices';

- Making a 'strategic choice' amidst competing alternatives.

The Individual in a Dynamic Environment
Objectives

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

- ✓ Develop an awareness for their own strengths and weaknesses;

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

- ✓ Determine factors within their work environments that are stressors;

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

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

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

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

The Individual in a Dynamic Environment
Contents, Concepts and Issues

- 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

Organisational Analysis: An Internal View
Objectives

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

- ✓ Demonstrate an understanding of the organisation, as an entity, as opposed to other groups;
- ✓ Demonstrate an understanding of the different levels and types of organisations and objectives;
- ✓ Formulate project objectives;
- ✓ Demonstrate an understanding of the meaning of collegiality within a project management and general organisational setting;
- ✓ Demonstrate an understanding of an organisation or its subsystem's need to meet the expectations of the external environment;
- ✓ Demonstrate an awareness of the consequences of failure to meet the organisations external accountability;
- ✓ Demonstrate an understanding of the importance of delegation; and
- ✓ Demonstrate the competence in managing the delegation process effectively.

Organisational Analysis: An Internal View
Contents, Concepts and Issues

- 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

- Professional Authority

- Power

Organisational Analysis: A Strategic View
Objectives

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

- ✓ View external accountability as the expectations of the organisation by different agencies;

- ✓ Demonstrate their understanding of the requirement of different external agents;

- ✓ Assess the consequence to the organisation of its failure to meet the requirements of particular agencies; and

- ✓ Determine the ways in which an organisation might meet its varying accountability requirements.

Organisational Analysis: A Strategic View
Contents, Concepts and Issues

- 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

Internal and External Organisational Analysis
Objectives

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

- ✓ Assess the organisation's strengths and weaknesses;

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

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

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

- ✓ Analyse their organisation using PESTEL factors into account.

Internal and External Organisational Analysis
Contents, Concepts and Issues

- 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

Research Methodology: An Introduction
Objectives

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

- ✓ Design a research project, taking account of important issues;

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

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

- ✓ 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;

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

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

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

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

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

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

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

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

- ✓ Make research proposals, taking pertinent factors into account;

- ✓ Manage research projects, from inception to reporting;

- ✓ Identify appropriate roles in research project management & produce realistic costing;

- ✓ Design a research project that incorporates a high ethical standard;

Research Methodology: An Introduction
Contents, Concepts and Issues

- The Research Process

- The Design process

- Broad Methodologies – Qualitative and Quantitative Approaches

- The Concepts of Data and Information

- The importance oF data elicitation techniques

  - ✓ Questionnaires,

  - ✓ Interview

  - ✓ Scalar Checklist Design

- Information Gathering:

  - ✓ Documentary Analysis,

  - ✓ Conversation Analysis

  - ✓ Interviewing,

  - ✓ Questionnaire Administration

  - ✓ Participant Observation

- Levels of Participant Observation

  - ✓ The participant As Observer

  - ✓ The Observer as Participant

  - ✓ The Complete Participant As Observer: Making 'Detached Observations'

- Information Processing: Data Analysis and Interpretation

Strategic Management and Project Management Part 2

Project Totality: A Systems View of Project Management
Objectives

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

- ✓ Determine and develop a project life cycle;

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

- ✓ Be able to conduct an effective cost benefit analysis;

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

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

- ✓ View project management in a holistic manner;

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

- ✓ Establish an effective planning mechanism that will facilitate effective project implementation;

- ✓ Will determine the most effective control mechanism to employ in project management;

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

- ✓ Be aware of the five bases of coordination and determine which is appropriate for a particular situation;

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

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

- ✓ Demonstrate their awareness of change management and human resource implications;

- ✓ Distinguish between change strategies and approaches to change;

- ✓ Illustrate the advantages and disadvantages of each strategy;

- ✓ Manage latent and manifest resistance to change;

- ✓ Determine the situations when a particular approach might be appropriate;

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

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

✓ Design measures, which will ensure change institutionalisation; and

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

Project Totality: A Systems View of Project Management
Contents, Concepts and Issues

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

Project Management Methodologies and Tools
Objectives

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

✓ Determine the value of information in project methodology

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

✓ Determine the most appropriate methodology for individual situations

Project Management Methodologies and Tools
Contents, Concepts and Issues

- An Introduction to Structured Systems Analysis And Design Method (SSADM)
- Feasibility Study
- Joint Application Design (JAD)
- Rapid Application Development (RAD): Theoretical Exploration
- Process Mapping/Modelling
- Prince2: Theoretical and Conceptual Discussions
- Creativity Reviewing
- Testing Techniques
- Prototyping
- Cause and Effect Analysis
- Root Cause Analysis

Motivating Workers in a Project Setting
Objectives

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

- ✓ Demonstrate an understanding of the concept of motives and their value in organisational and subsystem effectiveness
- ✓ Distinguish between the different sets of motivation theories, notably content, process and reinforcement
- ✓ Demonstrate their ability to translate motivation theory into practice
- ✓ Evaluate the appropriateness of the application of particular theoretical aspects of motivation to specific situations
- ✓ Demonstrate their ability to formulate a comprehensive motivation strategy
- ✓ Critically appraise existing motivation strategy within their organisations, identifying and addressing gaps
- ✓ Formulate a workable motivation strategy
- ✓ Follows the common trends in the popular motivation theories.
- ✓ Demonstrate their appreciation of the need for a variance in intrinsic and extrinsic values if motivation.

✓ Demonstrate how popular motivation theories have contributed to our understanding of worker behaviour.

✓ Locate performance related pay, productivity bonuses and other remuneration inducement within existing motivation theory.

✓ Illustrate how the contingency approach to motivation might be applied to different situations.

✓ Indicate the part that training and development play in worker motivation.

✓ Manage the process of motivation, taking account of socio cultural and economic differences.

✓ Manage the motivation process, taking account of the differences in preferences and expectation of workers.

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

Motivating Workers in a Project Setting
Contents, Concepts and Issues

- 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

Organisational Design: Structuring and Restructuring Organisations 1
Module Objectives

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

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

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

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HRODC Postgraduate Training Institute
www.hrodc.com

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

Organisational Design: Structuring and Restructuring Organisations (1)
Contents, Concepts and Issues

- 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

Organisational Design: Structuring and Restructuring Organisations 2
Module Objectives

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

- ✓ 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

Organisational Design: Structuring and Restructuring Organisations (2)
Contents, Concepts and Issues

- 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

Synopsis of Diploma – Postgraduate, Postgraduate Diploma and Postgraduate Degree Regulation

Postgraduate Diploma and Diploma – Postgraduate: Their Distinction and Assessment Requirement

Delegates studying courses of 5-9 days duration, equivalent to 30-54 Credit Hours (direct lecturer contact), will, on successful assessment, lead to the Diploma – Postgraduate. 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. Delegates and students who fail to gain the required level of pass, at Postgraduate Level will receive a Certificate of Attendance and Participation. The Certificate of Attendance and Participation will not count, for cumulative purpose, towards the Postgraduate Diploma.

Courses carry varying credit values; some being double credit, triple credit, quad credit and 5-credit, etc. These, therefore, accumulate to a Postgraduate Diploma. As is explained, later, in this document, a Postgraduate Diploma is awarded to students and delegates who have achieved the minimum of 360 Credit Hours, within the required level of attainment.

Credit Value and Credit Hours examples of Diploma – Postgraduate Courses are as follows:

Credit Value	Credit Hours
Single-Credit	30-36
Double-Credit	60-72
Triple-Credit	90-108
Quad-Credit	120-144

Other Credit Values are calculated proportionately.

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

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

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

Diploma – Postgraduate, Postgraduate Diploma and Postgraduate Degree Application Requirements

Applicants for Diploma – Postgraduate, Postgraduate Diploma and Postgraduate Degrees 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 make an assessment of the applicants' suitability for the Programme for which they have applied;

- ✓ If they are accepted on their Programme of choice, 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 Programme Tutor will contact him or her, by e-mail or telephone, welcoming him or her to HRODC Postgraduate Training Institute;

- ✓ Non-European Students will be sent immigration documentation, incorporating a Visa Support Letter. This letter will bear the applicant's photograph and passport details;

- ✓ Applicants will be notified of the dates, location and venue of enrolment and orientation;

- ✓ Non-UK students will be sent general information about 'student life' in the UK and Accommodation details.

Modes of Study for Postgraduate Diploma Courses

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

1. Intensive Full-time Mode (3 months);
2. Full-time Mode (6 month);
3. Video-Enhanced On-Line Mode.

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

Cumulative Postgraduate Diploma Courses

All short courses can accumulate to the required number of hours, for the Postgraduate Diploma, over a six-year period from the first registration and applies to both general and specialist groupings. In this regard, it is important to note that short courses vary in length, the minimum being 5 days (Diploma – Postgraduate) – equivalent to 30 Credit Hours, representing one credit. Twelve 5-day short courses, representing twelve credits or the equivalent of 360 Credit Hours are, therefore, required for the Award of Postgraduate Diploma.

A six-day course (Diploma – Postgraduate) is, therefore, equivalent to 36 hours Credit Hours, representing one credit. Therefore, ten short courses, of this duration, equates to the required 360 Credit Hours, qualifying for the Award of Postgraduate Diploma. While double-credit courses last between ten and fourteen days, triple-credit courses range from fifteen to nineteen days. Similarly, quad-credit courses are from sixteen to nineteen days. On this basis, the definitive calculation on the Award requirement is based on the number of hours studied (aggregate credit-value), rather than merely the number of credits achieved. This approach is particularly useful when a student or delegate studies a mixture of courses of different credit-values.

For those delegates choosing the accumulative route, it is advisable that at least two credits be attempted per year.   This will ensure that the required number of credit hours for the Postgraduate diploma is achieved within the six-year time frame.

Progression to Postgraduate Degree – MA, MBA, MSc

✓ On the successful completion of the *Postgraduate Diploma*, delegates may register for the Masters Degree, after their successful completion of Course #7: *Research Project: Design, Conduct & Report*.

✓ The Delegates' Degree Registration Category will be dictated by the courses or modules studied at Postgraduate Diploma Level. The categories relate to Master of Business Administration (MBA); Master of Arts (MA) Master of Science (MSc); Executive Master of Business Administration (Executive MBA). Additional details are provided in the document entitled: regulation For HRODC Postgraduate Training Institute Diploma – Postgraduate - Postgraduate Diploma and Masters Degree – MA, MBA, MSc.

Terms and Conditions

HRODC Policy Terms and Conditions are Available for viewing at:

http://www.hrodc.com/COSTS.htm

Or Downloaded, at:

http://www.hrodc.com/Brochure_Download_Centre.Company_Brochures_Seminar_Brochures_Seminar_Schedule.htm

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.

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