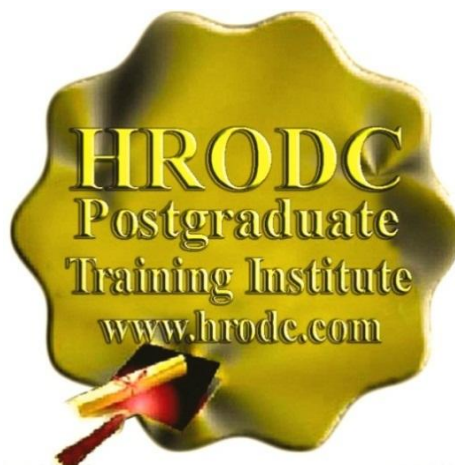


HRODC Postgraduate Training Institute



#052

The Management of Organisational Resources

Course or Seminar

Leading To:

**DIPLOMA - POSTGRADUATE IN
Resource Management**


Accumulating to

POSTGRADUATE DIPLOMA

Progressing To A Masters Degree –

MBA – MSc – MA



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HIRODC Postgraduate Training Institute		

The Management of Organisational Resources

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MBA – MSc – MA

A Division of HIRODC Ltd. UK Reg. No. 6088763. V.A.T. Reg. No. 8958 765 38
Prof. Dr. R. B. Crawford - Director HIRODC Postgraduate Training Institute
PhD (London), MEd.M. (Bath), Adv. Dip. Ed. (Bristol), PGCIS (TVU), ITC (UWI), MAAM, MAOM, LESAN, MSCOS, MISGS, Visiting Prof. P.U.P.

Registered with the UK Register of Learning Providers (UKRLP), Department for Business, Innovation and Skills (BIS), formerly Department of Innovation, Universities and Skills (DIUS).



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

HRODC Postgraduate Training Institute - UKRLP Registration



HRODC Postgraduate Training Institute is Registered with the UK Register of Learning Providers (UKRLP), of the Department for Business, Innovation and Skills (BIS), formerly Department of Innovation, Universities and Skills (DIUS).
Its Registration Number is 10019585
and can be verified at <http://www.ukrlp.co.uk/>

Course Co-ordinator:

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

- ✓ PhD (University of London),
- ✓ MEd. M. (University of Bath),
- ✓ Adv. Dip. Ed. (University of Bristol),
- ✓ PGCIS (Thames Valley University),
- ✓ ITC (UWI),
- ✓ Member of the Standing Council of Organisational Symbolism (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;
- ✓ Professor, HRODC Postgraduate Training Institute;
- ✓ Visiting Professor, Polytechnic University of the Philippines (PUP)



For Whom This Course is Designed

This Course is Designed For:

- ✓ Executives
- ✓ Directors
- ✓ Board of Directors
- ✓ General Managers
- ✓ Senior Managers
- ✓ Middle Managers
- ✓ Junior Managers
- ✓ Supervisors
- ✓ Department Heads
- ✓ Human Resource Directors
- ✓ Human Resource Professionals
- ✓ Personnel Managers
- ✓ Business owners
- ✓ Entrepreneurs

Duration: 5 Days

Cost:

- ✓ **£4,000.00 Per Delegate for UK Delivery**
- ✓ **£5,000.00 Per Delegate for Delivery outside the UK**

Please Note:

- V.A.T. (Government Tax) does not apply to Corporate Sponsored Individuals, taking Programmes or Courses in any location - within or outside the UK.
- It applies only to Individuals and Corporations based in the UK and to Non-UK Individual Residents taking courses in the UK.

Cost includes:

- ✓ Free Continuous snacks throughout the Event Days;
- ✓ Free Hot Lunch on Event Days;
- ✓ Free City Tour;
- ✓ Free Country Souvenir;
- ✓ Free Stationery;
- ✓ Free On-site Internet Access;
- ✓ Leather Conference Folder;
- ✓ Conference Ring Binder;
- ✓ Institute's Polo Shirt.
- ✓ Diploma – Postgraduate - or
- ✓ Certificate of Attendance and Participation – if unsuccessful on resit.

Daily Schedule: 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](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 Johannesburg Cairo Jeddah Abu Dhabi Kuwait MBA MSc MA Course.htm](http://www.hrodc.com/Course_Booking_Form_London_Dubai_Kuala_Lumpur_Paris_Johannesburg_Cairo_Jeddah_Abu_Dhabi_Kuwait_MBA_MSc_MA_Course.htm)

The Management of Organisational Resource Leading to Diploma-Postgraduate in Resource Management

Course Objectives

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

- ✓ Exhibit appreciation for the finite nature of resources;
- ✓ Illustrate the 'Import-Conversion-Export Process', in specific relation to the management of organizational resources;
- ✓ Demonstrate an awareness of the relationship between strategic management & resource management;
- ✓ Exhibit awareness of the conflict, which is likely to persist between corporate & operational managers regarding allocation & utilisation of resources;
- ✓ Demonstrate awareness of the traditional ways of controlling organisational resources, their benefits & drawbacks;
- ✓ Simulate the design, operation & analysis of responsibility centres - i.e.:
 - Revenue Centres;
 - Cost or Expense Centres;
 - Profit Centres;
 - Investment Centres;
- ✓ Design resource management systems which Incorporate Policy Programme & Budgeting System (PPBS) and, or, Management By Objectives (MBO);
- ✓ Demonstrate the application of 'Zero-base' Budgeting;
- ✓ Distinguish between Strategic Plans, Tactical Plans, Operational Plans and Standing Plans;
- ✓ Explain, with examples, Co-ordinating through Mutual Adjustment;
- ✓ Suggest when co-ordination through Direct Supervision might best be instituted;
- ✓ Provide practical examples of Co-ordinating through the Standardisation of work Process;
- ✓ Conduct a Personnel Audit;

- ✓ Develop a Personnel Deployment Chart;
- ✓ Construct a Management Succession Chart;
- ✓ Point to specific situations in case studies covered, where Co-ordinating through Standardisation of input - skills, knowledge and attitudes – has been in practice;
- ✓ Indicate the structural bases and structure-cultural relationships that are conducive to Co-ordinating through Standardisation of output;
- ✓ View budgeting as a control mechanism;
- ✓ Demonstrate the relationship between ‘Efficiency Gains’, in Throughput Accounting, and Net Profit – as applied to Training and Development;
- ✓ Explain the benefits and misgivings of Policy Planning and Budgeting Systems (PPBS);
- ✓ Provide a practical Illustration of Zero Base Budgeting;
- ✓ Explain Paradigm-Based Budgeting, in practice, providing appropriate examples;
- ✓ Perform exercises in Process-Based Budgeting, providing accurate results;
- ✓ Provide an appropriate for the application of Priority-Based Budgeting;
- ✓ Perform calculations to illustrate Performance-Based Budgeting;
- ✓ Indicate where Activity-Based Budgeting is best applied;
- ✓ Suggest the positive and negative factors associated with the ‘Inflow>Outflow Process’, as is applied to Human Resource Management (HRM); and
- ✓ Illustrate the management of workforce diversity as ‘an economic imperative’ in Humana Resource Management.

Course Contents, Concepts and Issues

1. Relationship between Strategic Management and Resource Management
2. Conflict between Corporate and Operational Management in Relation to Resource Utilisation
3. The 'Import-Conversion-Export Process'
4. The Functions of Management
5. Planning As a Function of Management
6. Strategic Plans
7. Tactical Plans
8. Operational Plans
9. Standing Plans
10. The 'Inflow-Outflow Process', as Applied to Human Resource Management (HRM)
11. Co-ordinating as a Function of Management: Training and Development Modification
 - a. Co-ordinating through Mutual adjustment
 - b. Co-ordinating through Direct supervision
 - c. Co-ordinating through Standardisation of work Process
 - d. Co-ordinating through Standardisation of input - skills, knowledge and attitudes
 - e. Co-ordinating through Standardisation of output
12. Conducting a Personnel Audit
13. Developing a Personnel Deployment Chart
14. Constructing a Management Succession Chart
15. Costing and Cost-Benefit Analysis
16. Activity-Based Costing
17. Policy Planning and Budgeting Systems (PPBS)
18. Zero Base Budgeting
19. Paradigm-Based Budgeting
20. Process-Based Budgeting
21. Priority-Based Budgeting
22. Performance-Based Budgeting
23. Activity-Based Budgeting

24. Management by Objectives (MBO)

25. Throughput Accounting

- a. Throughput Accounting: An Introduction
- b. Determining whether a Programme or Event Increases Throughput
- c. Effect of Reducing Investment (Inventory) (money that cannot be used) in Business and Non-Business Organisations
- d. Reducing Operating Expense

26. Efficiency Gains

- a. Defining Efficiency Gains
- b. Measuring Efficiency Gains
- c. Improving Efficiency Gains

27. Relate the concept of 'Efficiency Gains' in Throughput Accounting, to the Concept of Net Profit – as Applied to Training and Development, as in:

- a. Net profit (NP) = Throughput - Operating Expense = T-OE
- b. Return on Investment (ROI) = Net profit / Investment = NP/I
- c. Productivity (P) = Throughput / Operating expense = T/OE
- d. Investment turns (IT) = Throughput / Investment = T/I

28. Budgeting as an Control Mechanism

29. Budgeting and the Controlling of Organisational Resources

30. Traditional Methods of Resource Allocation

31. Modern Approaches to Resource Allocation – Based on Assessment of the Potential of Subsystem to Succeed, in Relation to Prevailing Environmental Situation

32. Responsibility Centres in the form of:

- a. Revenue Centres
- b. Expense or Cost Centres
- c. Profit Centres
- d. Investment Centres

33. Effective workforce diversity as 'an economic imperative' in Humana Resource Management (HRM)

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
10-Credit (X36 Credit-Hours) to 12-Credit (X30 Credit-Hours)	360

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.

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