HRODC Postgraduate Training Institute,
A Postgraduate-Only Institution,
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UK's Department for Education.

#056

Training Needs Analysis: Determining Training Needs, Postgraduate Short Course.

Leading To:

Diploma – Postgraduate – in Training Needs Analysis, Double-Credit, 60 Credit-Hours.

Accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a

Postgraduate Diploma, with 300 additional Credit-Hours.

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HQ: 122A Bhylls Lane, Wolverhampton, West Midlands, UK.
Primary Website: *https://www.hrodc.com.*
Prof. Dr. R. B. Crawford, Director.

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Prof. Dr. R. B. Crawford - Director
PhD (UCL – Uni London); MEd M. (Uni Bath); PGC IS (Uni West London);
Adv Dip Sc Ed (Uni Bristol); PG Dip Doctoral Research Supervision
(Uni Wolverhampton); F.I.M.S.; HR Specialist (I.M.S.);
Executive M. AOM; M. AAM; M. ISGS; M. SCOS; M. RG.

Featured PG Dip; PG Cert; Dip PG.
Click For Details!

General Diploma: Access To Postgraduate.
Click For Details!

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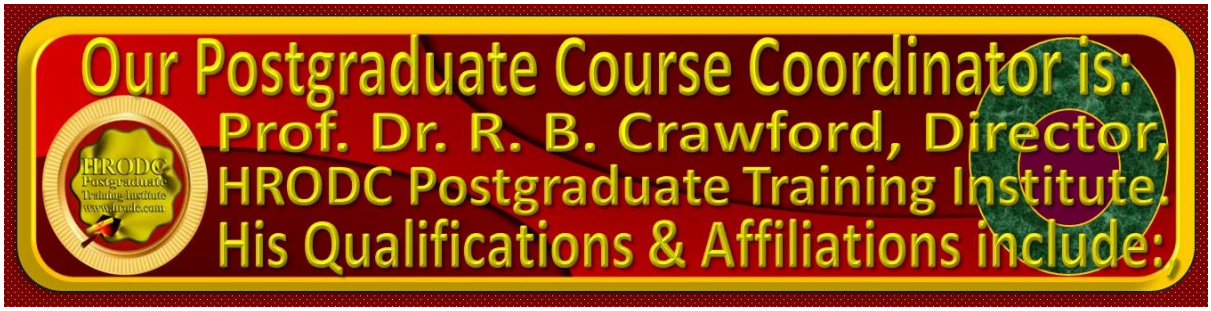
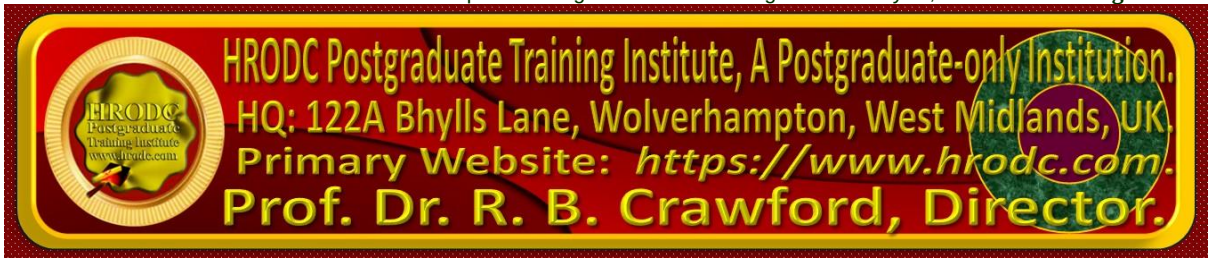


- Doctor of Philosophy {(PhD) {University College London (UCL) - University of London)};
- MEd Management (University of Bath);
- Postgraduate (Advanced) Diploma Science Teacher Ed. (University of Bristol);
- Postgraduate Certificate in Information Systems (University of West London, formerly Thames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

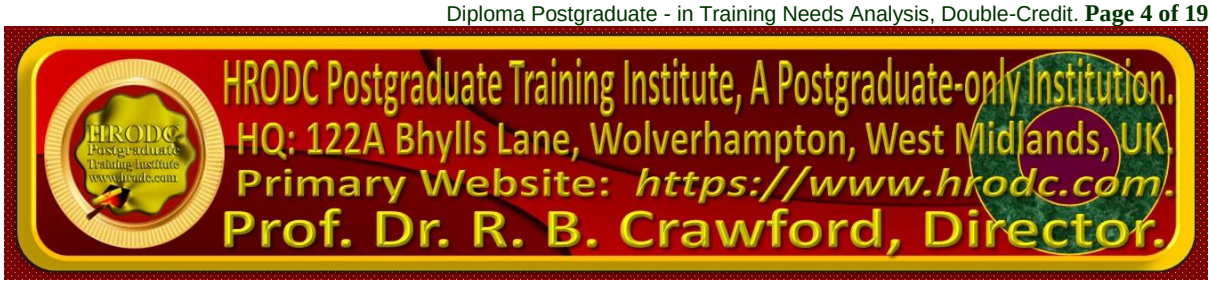
- Doctoral Research Supervisor;
- Admissions Tutor;
- Postgraduate and Undergraduate Dissertation Supervisor;
- Programme Leader;
- Personal Tutor.

He was formerly an Expatriate at:

- Ministry of Education, Sokoto, Nigeria;
- Ministry of Science and Technical Education, Sokoto, Nigeria;
- University of Sokoto, Nigeria;
- College of Education, Sokoto, Nigeria; and

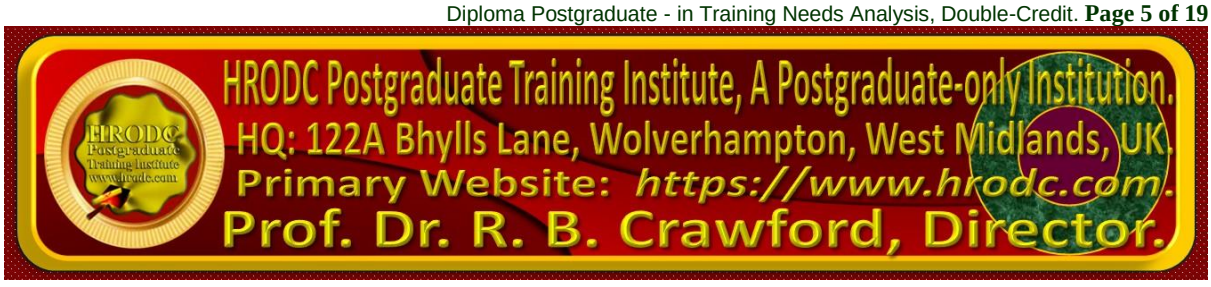
Former Editor-In-Chief of 'Sokoto Journal of Education'.

- Human Resource Managers;
- Human Resource Professionals;
- Employee Development Managers;
- Talent Management Officials;
- Line Managers;

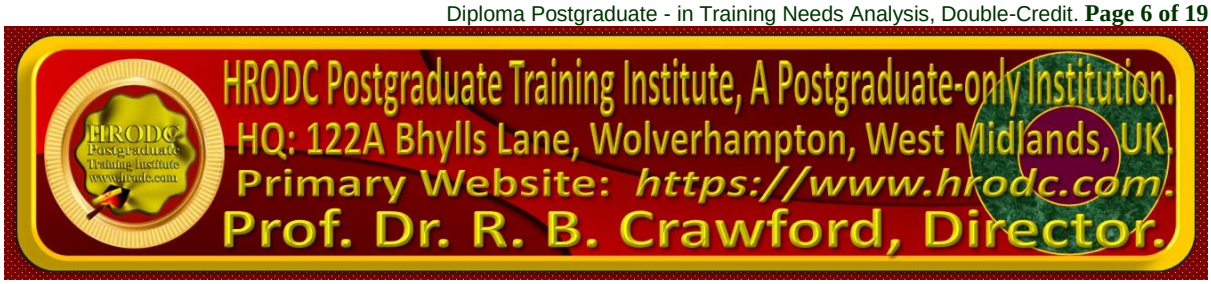


- Training Managers;
- Training Coordinators and Administrators;
- Supervisors;
- Officers;
- Business owners;
- Those who would like to gain knowledge and understanding about the concept of Training Needs Analysis.

- Snacks on Event Days;
- Lunch on Event Days;
- City Tour;
- Stationery;
- On-site Internet Access;
- Postgraduate Diploma; Postgraduate Certificate; Diploma – Postgraduate; or
- Certificate of Attendance and Participation – if unsuccessful on resit.



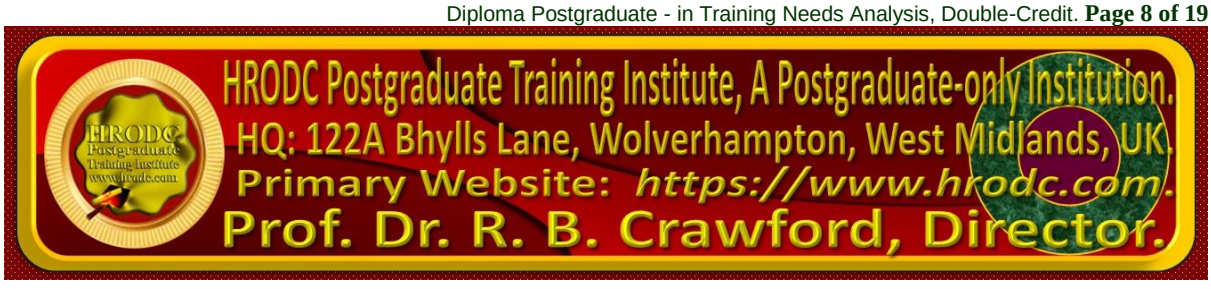
- Leather Conference Folder;
- Leather Conference Ring Binder/ Writing Pad;
- Key Ring/ Chain;
- Leather Conference (Computer – Phone) Bag – Black or Brown;
- 8-16 GB USB Flash Memory Drive, with Course Material;
- Branded Metal Pen;
- Branded Polo Shirt.; &
- Branded Carrier Bag.



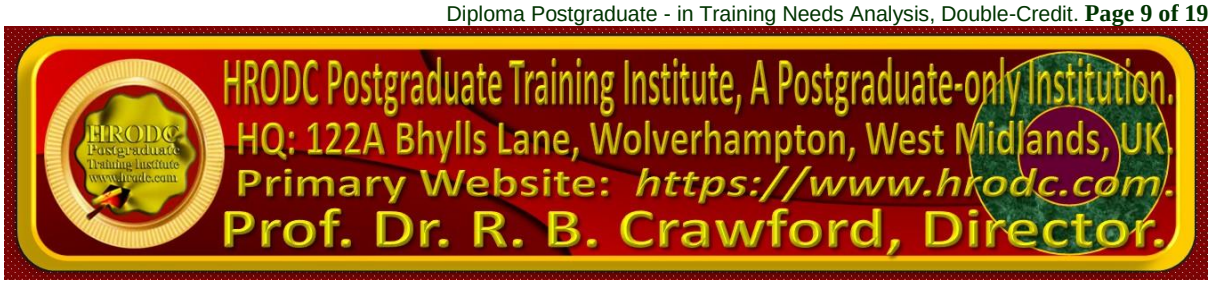
By the conclusion of the specified learning and development activities, delegates will be able to:

- Demonstrate a heightened understanding of the underlying notions of organisational development and establish how a successful training needs analysis can lead towards organisational development;
- Describe training in the aspect of macro and micro organisational development;
- Identify the rationale for and definition of Training Needs Analysis (TNA);
- Demonstrate a heightened understanding of how organisational training needs analysis, subsystem training needs analysis and individual training needs analysis are conducted;
- Enumerate the approaches, methods and techniques of TNA and discuss each;
- Distinguish among education, training and development as important organisation investment;

- Determine the organisation's opportunity costs in providing education, training and development among its employees;
- Establish the efficiency gains derived by an organisation out of education, training and development of its employees;
- Demonstrate their competence in the measurement of efficiency gains and suggest ways on how to improve efficiency gains;
- Ascertain how return on investment can be achieved to justify the funding for the employee's training;
- Explain the underlying concept of Investors in People (IIP);
- Gather information and evidence from 'Investors-in-People';
- Calculate Return on Investment (ROI) from education, training and development;
- Describe the organisational learning process as part of the training needs analysis;
- Realise the importance of focus group in the learning process;
- Describe the key procedures and skills required to implement action learning;
- Identify how an organisation can facilitate organisational development;
- Determine the training applications of experiential learning and learn how to utilise effectively the powerful potential of learning from experience;
- Understand reflective practice as part of the training process;
- Develop the necessary skills through some collaborative learning opportunities;
- Determine the different ways of developing a synergy in the learning process;
- Draw the importance of learning to learn which leads towards the improvement of an individual's ability to learn;
- Ascertain how lifelong learning mark a decisive turning point in the way that people and organisations define and manage their learning;
- Demonstrate a heightened understanding of the group processes and organisational change;
- Identify the sources of information for TNA and the factors which should be taken into consideration when choosing which among the approaches will be used;
- Demonstrate a heightened knowledge of how training needs might be devised from Strategic Plans;
- Suggest how training needs might be derived from an examination of an organisation's Tactical Plans;



- Highlight the value of Operational Plans in the determination of departmental training needs;
- Provide a practical guide with respect to the use of Strategic Operational Review in determining organisational and departmental training needs;
- Demonstrate the use of Human Resource Plan in the determination of individual training needs;
- Elucidate the use of Management Succession Plans in the determination of individual developmental needs;
- Explain the process and value of Human Resource Audit;
- Demonstrate a heightened understanding of Critical Incident Reports and their value in training needs analysis;
- Practicalise the use of Individual Performance Appraisal Reports in the individual and departmental training needs analysis;
- Demonstrate what Personnel Deployment Charts are and how they may be used in the determination of departmental training needs;
- Work their way through Business Plans, determining the skills and expertise that are needed to execute them, thereby identifying how they relate to current and future roles, and the departmental and individual training gaps that exist;
- Demonstrate the relationship between Job Evaluation or Job Tasks and Role Analysis and the determination of training gaps, in training needs analysis;
- Determine how Client or Customer Feedback can be used in determining gaps that pre-exist in skills, knowledge and expertise;
- Explain the process of 360 Degrees Feedback, the data analysis process, and the way in which the information that has been produced, might be used in determining the know, skills and attitudes that need to be developed for the individuals concerned;
- Explain how Supervisory Reports might best be used to determine the skills, knowledge and attitude that an individual falls short of in his or her role performance;
- Suggest how best Training Needs Analysis Questionnaires might be constructed, analysed and used in determining knowledge, skills and attitude gaps;
- Explain what Assessment Centres are and the way in which the information from them might be used as a basis for determining individual competency levels;



- Highlight the value of Training Needs Survey in training needs analysis;
- Determine how Task Competencies Analysis Report can be used in enhancing the effectiveness of departmental and individual training needs analysis.

Part 1: Contextualising Training Needs Analysis

Part 2: Education, Training and Development as Investment

Part 3: Learning in Organisations and Organisational Learning

Part 4: Utilising Possible Sources of Information in Training Needs Analysis (TNA).

Part 5: Role Analysis, Incorporating Internal and External Relationships.

Part 6: Training Policy Effectiveness: Organisational Versus Individual Needs.

Part 7: Continuous Professional Development For Enhanced Organisational Effectiveness and Competitive Advantage.

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Postgraduate Short Courses are of a minimum of five days' In-Venues (10 days' Online) but less than 6 weeks' In-Venues (less than 10 weeks' Online) 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 or accumulating to Awards bearing their title prefixes. While we, refer to our short studies, detailed above, as 'Courses', those with duration of 6 weeks or 12 weeks In-Venues (10- and 20-weeks' Online) are labelled 'Programmes'. Nevertheless, we conform to popular usage, by often referring to all study durations as 'Courses'. A mark of distinction, though, is that participants in a short course are referred to as 'Delegates', as opposed to the ascription 'Students', which is confined to those studying a Postgraduate Programme.

In line with the above notion, a Postgraduate Certificate might be earned through a 6 weeks' Intensive In-Venues Study, or 10 Online Delivery. Similarly, a Postgraduate

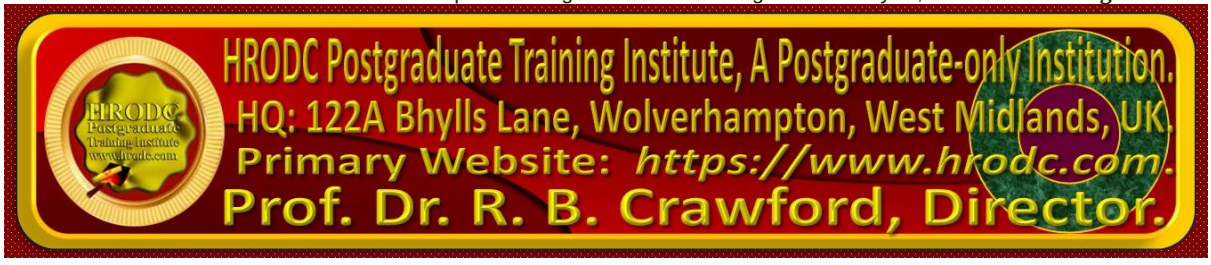
Diploma might be studied for 12 weeks In-Venues or 20 weeks. They might also be taken through a blend of both modes, providing that a minimum of 6 and 12 Credits and 180 or 360 Credit-Hours, respectively, are earned. You might Pick and Mix Courses, to create your preferred blend of Disciplines, or follow a predesigned Specialist route. They might accumulate from our Postgraduate Short Courses, or through continuous study. Please click to view and download our List of Specialist Postgraduate Certificate, and Postgraduate Diploma Programmes

Credit-Hours and Credit-Values, in Diploma – Postgraduate - Award

Credit-Hours are the actual amount of time that a lecturer or tutor spends with his or her students or delegates, in both In-Venues and Online Deliveries. Each Five-Day In-Venues, or a Ten-Day Online (3 hours per day) Course consists of 30 Credit-Hours, while a 6-Day In-Venues (12-day Online) course amounts to 36 Credit-Hours. Because Credit-Values are calculated in multiples of 30 Credit-Hours, 60-89 Credit-Hours have a Double-Credit (2 Credit) value, while 90 Credit-Hours earn a Triple-Credit (3 Credits).

A delegate who successfully completes a Postgraduate Short Course of 30 or more Credit-Hours, but which is less than 180 Credit-Hours (Postgraduate Certificate), is awarded a Diploma – Postgraduate. This Award is assigned Credit-Values and Credit-Hours, as are exemplified by the following:

1. Diploma – Postgraduate – in Organisational Change Management, 30 Credit-Hours;
2. Diploma - Postgraduate - in Trainer Training: Training for Trainers, Double-Credit, 60 Credit-Hours:



3. Conveyancing and Property Valuation: Property Law, Double-Credit, 72 Credit-Hours:
4. Diploma – Postgraduate – in University and Higher Education Administration, Triple-Credit, 90 Credit-Hours;
5. Diploma – Postgraduate – in Tourism and International Relations, Quad-Credit, 120 Credit-Hours.

As in the first example, above, where the Credit-Value is not noted in an Award, it must be assumed that it is a Single-Credit Value.

Postgraduate Diploma Award

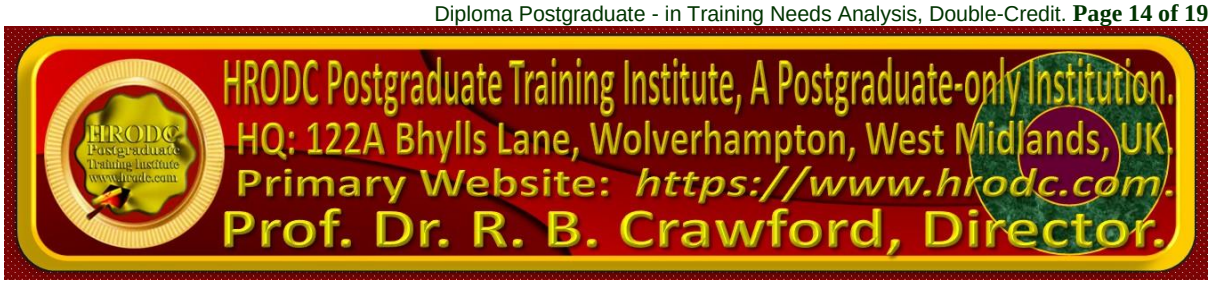
A Postgraduate Diploma Award is achieved with a minimum of 360 Credit-Hours, through continuous study, or an accumulation of Credit-Hours.

Postgraduate Certificate Award

A Postgraduate Certificate might be gained with a minimum of 180 Credit-Hours, through continuous study or Credit-Hours' accumulation.

Cumulative Postgraduate Certificate, and Postgraduate Diploma Awards

All Postgraduate Short Courses accumulate to a Postgraduate Certificate and a Postgraduate Diploma, on a 'Pic and Mix' or Specialist basis. This means that we maintain academic records for each delegate, indicating the courses studied, with their Credit-Value and Credit-Hours, as are indicated above, **'Credit-Hours and Credit-Values, in Diploma – Postgraduate – Award'.** The Credit-Hours are aggregated to accumulate to at least 180 and 360 Credit-Hours, for a Postgraduate Certificate and a Postgraduate Diploma, respectively. Each Short Course Award (below a Postgraduate Certificate) indicates both its Credit-Value and Credit-Hours, excepting for Single-Credit.



Accumulated Postgraduate Certificate, and Postgraduate Diploma Awards

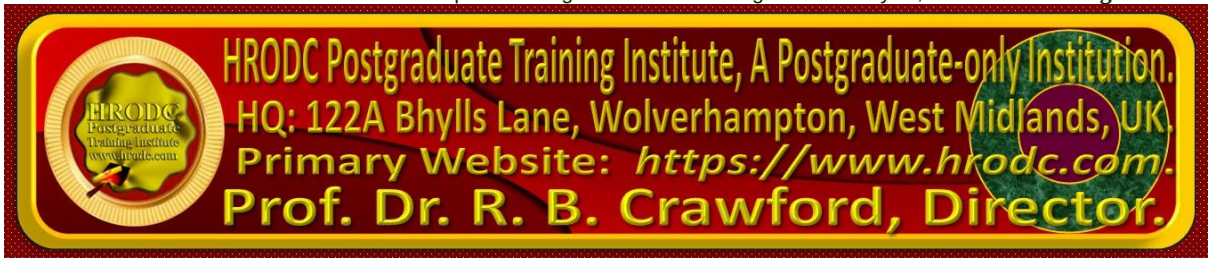
All Specialist Postgraduate Certificate and Postgraduate Diploma Programmes have predetermined Award Titles. Delegates who do not follow a specialism, for accumulation to a Postgraduate Certificate and Postgraduate Diploma, receive a Generalist, rather than a Specialist, Award. However, a Specialist Award is given to delegates who studied at least seventy percent (70%) of their courses in a specialist grouping, as are exemplified above, under the heading **'Postgraduate Diploma and Postgraduate Certificate Specialist Award Titles'.**

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

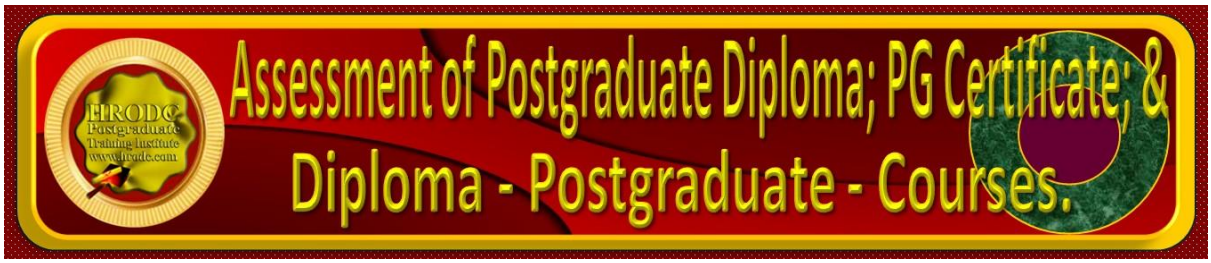
- Completed Postgraduate Application Form, including a passport sized picture affixed to the appropriate section;
- A copy of Issue and Photo (bio data) page/s of the applicant's current valid passport or copy of 'Photo-embedded' National Identity Card;
- Copies of credentials stated in the Application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

Admission and Enrolment Procedure

- On receipt of all the above documents, they will be forwarded to our 'Admissions Committee', which 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 Invoices;



- Upon receipt of an applicant's payment, we will send him or her an Official Payment Receipt, and Admission Letter, bearing a copy of the Passport-Type in the respective Application Form.
- Those intending to study in a foreign country, and require a Visa, will be sent the necessary Immigration Documentation, to support their application;
- Joining Instruction will be sent to Students and Delegates, on time to prepare for their enrolment. The incorporated information include:
  - Venue Name, Location, with specific address;
  - Details of Airport Transfer, where appropriate;
  - Start date and time;
  - Registration details;
  - Daily Schedule;
  - Local Transportation Details;
  - Residential Accommodation Details;
  - Leisure and Shopping Facilities, in the area;
  - General Security Information; among others.



Because of the intensive nature of our Courses and Programmes, for In-Venues, and Online modes, assessment will take place during or at the end of the **'active teaching period'**, adopting differing formats. These structures include, but are not limited to:

- In-Class Tests;
- Text-Case Analyses;
- Video-Case Analyses;
- 'Out-of-Class Assignments;
- Individual Presentations;
- Group Presentations; and
- End of Course Examinations.

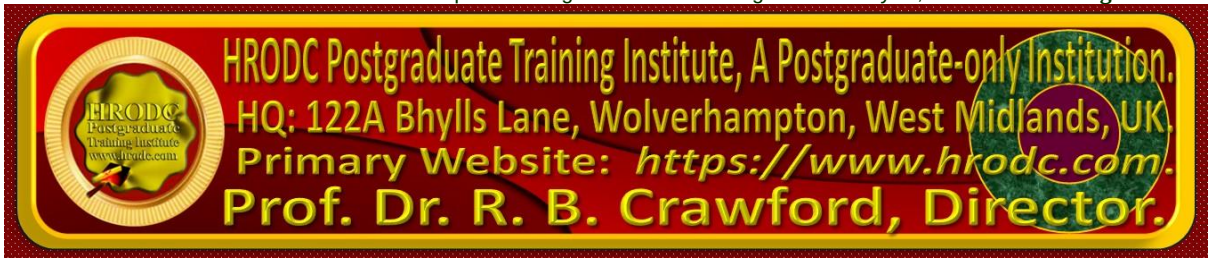
Based on these assessments, successful candidates will receive either a:

- Diploma – Postgraduate - Award;
- Postgraduate Certificate Award; or
- Postgraduate Diploma Award.

For all the above Awards, a minimum of 70% overall pass is expected. 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.

You might study a Postgraduate Diploma, or Postgraduate Certificate, in 20 or 10 weeks, respectively, in the comfort of your offices or homes, through our Postgraduate Training Institute's Online Delivery Mechanism. We are committed to your achieving the 360 or 180 Credit-Hours, respectively, in line with our Regulation, within the stipulated timeframe. The direct "Student-Lecturer-Contact-Times" of 3 hours per day, 6 days per week will ensure that these requirements are met. We aim to fit the tuition around your work, family commitment and leisure, thereby enhancing your

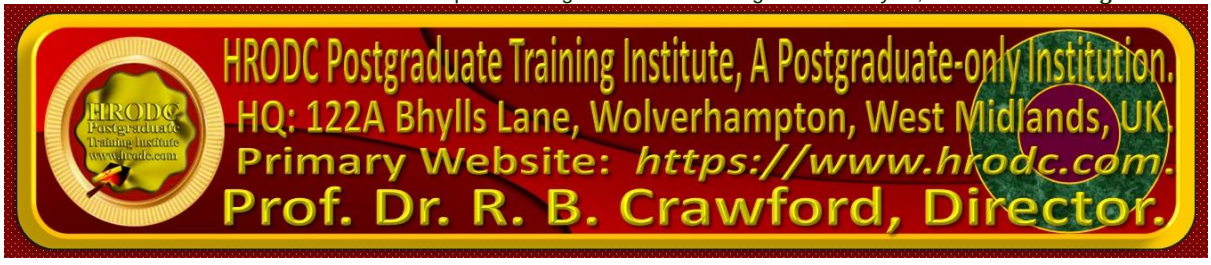


maintenance of an effective ‘work-study-life-style balance’, at times convenient to you and your appointed tutor.

Click, or copy and paste the URL, below, into your Web Browser, to view our Service Contract, incorporating Terms and Conditions.

https://www.hrodc.com/Service_Contract_Terms_and_Conditions_Service_Details_Delivery_Point_Period_Cancellations_Extinuating_Circumstances_Payment_Protocol_Location.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.



You Are Most Welcome To Visit
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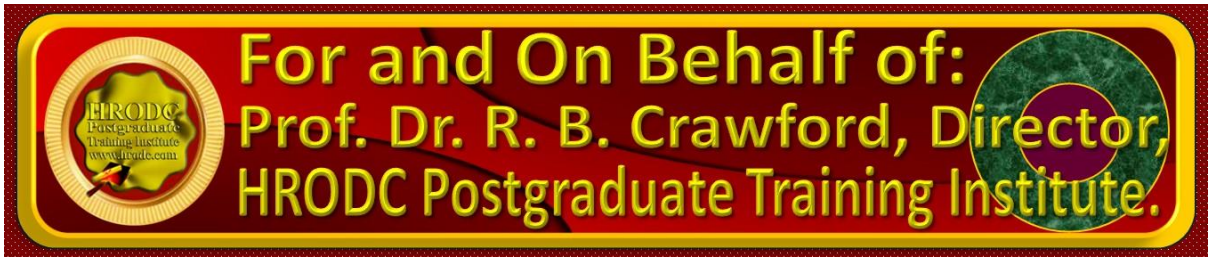
For and On Behalf of:
Prof. Dr. R. B. Crawford, Director,
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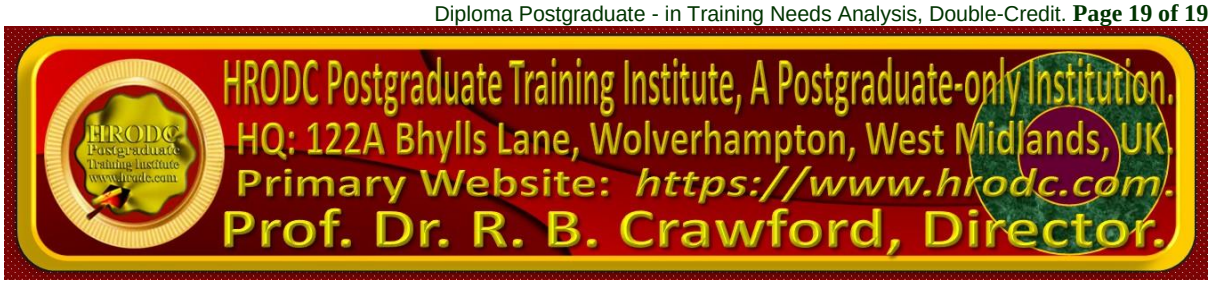
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