

 **HRODC Postgraduate Training Institute,**
A Postgraduate-Only Institution,
Verified by, & Registered With,
UK's Department for Education.

#018. Module 7

**Organisational Structure, Design and Control
Systems: Contextual Explorations, and
Empirical Findings, Postgraduate Course.**

Leading To:

**Diploma – Postgraduate – in
Organisational Structure: Design,
and Control Systems, Double-Credit,
and Executive Management,
Module 7, 60 Credit-Hours.**

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

**Postgraduate Diploma, with 300 additional
Credit-Hours.**

Dip - PG - in Organisational Structure: Design, & Control Systems, & Executive Man. M7. Page 1 of 24

 **HRODC Postgraduate Training Institute, A Postgraduate-only Institution.**
HQ: 122A Bhylls Lane, Wolverhampton, West Midlands, UK.
Primary Website: <https://www.hrodc.com>.
Prof. Dr. R. B. Crawford, Director.

Organisational Structure, Design and Control Systems: Contextual Explorations, and Empirical Findings, Postgraduate Course, Leading to Diploma - Postgraduate - in Organisational Structure: Design, and Control Systems, Double-Credit, and Executive Management, Module 7, 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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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.



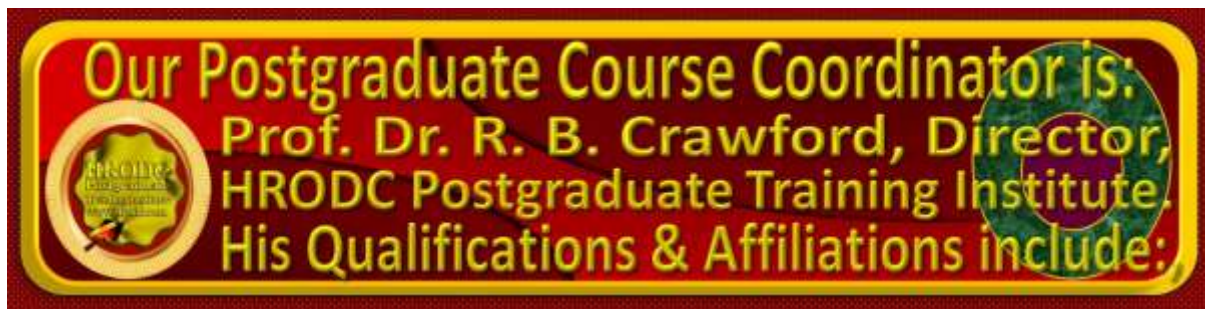
Featured PG Dip; PG Cert; Dip PG.
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General Diploma: Access To Postgraduate.
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- Doctor of Philosophy {(PhD) {University College London (UCL) - University of London}};
- MEd Management (University of 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



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- 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'.





- Board of Directors;
- Business Angels;
- Chief Executive Officers (CEOs);
- Chief Executives;
- Chief Financial Officers (CFOs);
- Chief Secretaries;
- Company Secretaries;
- Corporate Managers;
- Departmental Heads;
- Divisional Heads;
- Entrepreneurs;
- Executive Directors;
- Executive Vice Presidents;
- External Organisational Development Consultants;
- General Managers;
- Human Resource Development (HRD) Practitioners;
- Human Resource Directors;
- Human Resource Managers;
- Induction Managers;
- Internal Organisational Development Consultants;
- Inventory Specialists;
- Management Aspirants;
- Management Graduates;
- Management Lecturers;
- Management Trainees;
- Managing Directors;
- Middle Managers;

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Organisational Structure, Design and Control Systems: Contextual Explorations, and Empirical Findings, Postgraduate Course, Leading to Diploma - Postgraduate - in Organisational Structure: Design, and Control Systems, Double-Credit, and Executive Management, Module 7, 60 Credit-Hours, accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.

- Non-Executive Directors;
- Organisational Design Lecturers;
- Organisational Design Researchers;
- Organisational Design Specialists;
- Organisational Development Practitioners;
- Organisational Resource Directors;
- Role Enhancement Officials;
- Senior Human Resource Management (HRM) Officers;
- Senior Managers;
- Senior Project Managers;
- Senior Resource Managers;
- Senior Secretaries;
- Supervisors;
- University Vice Chancellors;
- Venture Capitalists;
- Vice Presidents;
- Individuals with a genuine interest in Issues associated with Organisational Structure, Organisational Design, and Control Systems.

10-Day Course Duration & Cost:

- * In-Venues Duration: 10 Days;
- * Online Duration: 20 Days (3 Hrs. Per Day).
- * In-Venues Cost: £10,000.00 Per Delegate;
- * Online Cost: £6,700.00 Per Delegate;
- * Group Cost: Varies with its Size.

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- 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.



Our Scheduled Delivery Locations Include:

- * Amsterdam, Netherlands;
- * Brussels, Belgium;
- * Central London, UK;
- * Dubai, United Arab Emirates (UAE);
- * Kuala Lumpur, Malaysia; &
- * Paris, France.

Other Locations, & Inhouse, on Request.



**Organisational Structure, Design and Control Systems:
Contextual Explorations, and Empirical Findings,
Postgraduate Course**

Leading to:
Diploma – Postgraduate - in:
Organisational Structure: Design, and Control Systems, &
Executive Management, Module 7, 60 Credit-Hours.

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Postgraduate Course Objectives.

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

- Suggest the approaches which might be adopted in designing an organisation;
- Design an organisation adhering to the principles of horizontal and vertical relationships;
- Distinguish between the basic types of organisational structure;
- Appropriately define organisational structure;
- Distinguish between organismic and mechanistic organisational structure;
- Explain the approaches to organisational design;
- Match the organisational design approach with the level of development of the organisation;
- Identify horizontal relationships in organisational design;
- Show the vertical relationships in an organisational chart;
- Indicate the importance of vertical and horizontal relationships in organisational design;
- Illustrate lines of authority in an organisational chart;
- Illustrate communication channels in an organisational chart;
- Discuss the co-ordinating mechanism in a simple organisational structure;
- Name the fundamental organisational structures and their variations;
- Demonstrate an awareness of the fundamental issues associated with Organisational design and their implications for effective organisational functioning;
- Identify an organisational structure from verbal description;
- Distinguish between different organisational structures;
- Provide examples of different bases of divisional structure;
- Distinguish between the different types of matrix structures;

- Illustrate their ability to design an appropriate organisational structure that takes account of contingent internal and external environmental factors;
- Recommend the most appropriate structure for an organisation, taking contingent factors into account;
- Develop an awareness of the relationship between organisational structure and leader and organisational flexibility;
- Translate the positive and negative factors of particular types of structure to the design of an organisation which will enhance the effectiveness of an enterprise;
- Demonstrate their ability to encourage the type of superior-subordinate relationship which will be conducive to organisational success;
- Provide the bases for structural contingencies;
- Illustrate the effect of organisational structure on communication within an organisation;
- Point to the symbiotic relationship between an organisational structure and the superior-subordinate relationship that persists in a 'System';
- Discuss at least two factors necessitating an organisational structure;
- Conceptualise an organisational chart;
- Rationalise organisational structure and design;
- Explain at least two approaches to organisational design;
- Explain Classical Organisational Design;
- Suggest, with confidences, the main Bases of 'Classical Organisational Design';
- Explain the part that 'Formal Authority' plays in 'Classical Organisational Design';
- Name at least two Protagonists of the 'Classical Approach to Organisational Design';
- Outline that Max Weber played in the development of organisational design;
- Place Frederick Taylor's work in the necessitation of organisational design;
- Explain the principles of 'Neo-Classical Organisational Design';
- Explain, with confidence, 'Contingency Theory', in relation to Organisational Design;
- Briefly explain the work of Douglas McGregor and it's possible contribution to



organisational design;

- Explain and differentiate between 'Mechanistic and Organismic Approaches to Organisational Design';
- Explain the role of Organisational Structure in Internal and External Organisational Relationships;
- Explain the relationship between an organisational structure and the Levels of Control and Role Specificity that it requires;
- Detail the types of relationships that exist in Mechanistic and Organismic Organisations;
- Explain the role of 'Vertical Relationships' in 'Organisational Design';
- Illustrate Horizontal Relationships in Organisational Design;
- Illustrate, diagrammatically, Lines of Authority and Accountability in Organisational Design;
- Name two types of Organisational Structure
- Design a Functional Structure, adhering to 'Lines of Authority';
- Represent 'Product Divisions' in an Organisational Chart;
- Suggest the different Bases of Divisionalisation;
- Distinguish between the different types of Matrix Structures;
- Design a Functional Matrix Structure;
- Design a Divisional Matrix Structure;
- Point to the degree of 'Hierarchy' and 'Adhocracy', respectively, in a 'Matrix Structure';
- Determine the hybrid nature of some organisational designs;
- Compare the types and degree of communication that persist in the Functional Structure, compared with its Divisional counterpart;
- Determine the difference in the bases of Coordination in the Functional Structure, compared with its Divisional and Matrix counterparts;
- Differentiate between the degrees of 'Worker Autonomy' in Functional, Divisional, and Matrix Structures, respectively;
- Demonstrate their understanding of the issue of Organisational Control;
- Make a case for the necessity of Control as an 'Operational Necessity', in organisations;

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- Present 'Control' as a 'Coordinating Mechanism';
- Name and describe at least three bases of Coordination in organisation;
- Explain the issue of 'Mutual Adjustment', providing practical examples;
- Describe the setting in which 'Standardisation of Output' serves as an effective Control Mechanism;
- Delineate the degree to which Control might be Structurally Derived;
- Defend the Importance of Communication In Organisation, providing suitable examples;
- Outline at least two barriers to communication in organisation;
- Explain, in detail, the "Import > Conversion > Export Process";
- Describe an 'Operational Control System';
- Service Operation;
- Process Scheduling;
- Explain the concept of 'Loading', in the "Import > Conversion > Export Process";
- Distinguish between "Sequencing" and "Detailed Scheduling";
- Explain, diagrammatically, the issue of "Inventory Control";
- Determine the bases of "Modern Quality Control".
- Provide an understanding of the benefits of Levels of 'Worker Autonomy' and 'Managerial Control', respectively, in an organisational setting;
- Explain the 1Decision Making1 process in Matrix, Divisional, and Functional Structures, respectively;
- Determine the degree to which staff members are given the opportunity to participate in decision-making in Functional, Divisional, and Matrix Structures, respectively;
- Distinguish between 'real' staff participation and pseudo-participation, in decision-making, in Organisational Settings;
- Distinguish between 'Just In Time (JIT)' and 'Material Requirements Planning';
- Illustrate the Inventory System in Material Requirements Planning Process;
- Show a separation of the 'IN' Inventory, and the 'OUT' Inventory;
- Illustrate the 'JIT' Inventory System;
- Explain the 'KANBAN System';



- Demonstrate the degree to which Control is a Co-ordinating Mechanism;
- Detail the value of a Computerised Information Systems to organisational success;
- Explain the importance of 'Information Speed' to organisational success;
- Explain why an effective 'Information Retrieval System' is a vital element of organisational functioning;
- Advocate the importance of an effective 'Management Accounting System' to organisational decision-making, and general survival;
- Explain 'Zero-Base Budgeting' and its role in organisational effectiveness;
- Explain 'Policy Planning and Budgeting System' and how it might be utilised as a control mechanism;
- Outline the empirical support for the Control Mechanisms utilised in the Matrix and Hierarchical Structures;
- Relate the Control Features in the Matrix Structure, as is suggested by empirical findings;
- Explain the Empirical Findings that underpin the Control Mechanism of the Hierarchical Structures;
- Outline the Decision-Making and Communication Patterns that exist in the Functional Structure, as are empirically expounded;
- Relate what the empirical findings suggest are the Decision-Making and Communication Patterns in Divisional Structure;
- Present the empirical findings that describe the Decision-Making and Communication Patterns in Matrix Structures;
- Outline the Interrelationship between Organisational Design and International Business;
- Discuss the place of the Divisional Structure in International Operations;
- Explain the process of Communication In Organisation and the Problem of 'Overload', as is unearthed by empirical research findings;
- Use empirical research findings to explain the demand for, and flow of, written information in Matrix and Hierarchic Structures, respectively;
- Explore, using empirical research evidence, the use of meetings as a medium of communication and a system of management in the matrix structure;



- Contextualise the main elements of Organisational Flexibility:
- Explain the degree to which an organisation might be constrained in response to external environmental changes, in relation to its structure;
- Suggest the factors that determine which organisational activities are established as organisational 'Customs' or 'Practices';
- Address the issues of Norms and Behavioural Expectations, in organisations;
- Explain the degree to which norms specify how organisational activities are to be conducted;
- Expertly discuss the relationship between the type of organisational structure in which workers operate, on the one hand, and the degrees of autonomy which they have over organisational activities, on the other;
- explain the implication of structurally derived autonomy for the strategic flexibility of organisations;
- Determine whether organisation-wide flexibility or the ability of corporate managers to deal, swiftly, with pertinent issues - is structurally related;
- Decide, based on empirical evidence, whether managerial discretion - freedom to exercise discretion in decision-making, while maintaining workers' support - is structurally enshrined;
- Explain what is meant by “Structural Facilitation of the Institutionalisation of Ideologies”;
- Explore, empirically, “Ideological Growth and Flexibility Constraints”, as determined by organisational structure;
- Suggest the Structural Imposition of Expectation for Consultation, when swift and decisive action is required;
- Determine the relationship between Organisational Structure and Leadership Style, and the expectation relative to the maintenance of a desirable Superior-Subordinate Relationship;
- Delineate the Concept of *Flexion*, and its organisational implications;
- Argue, with empirical evidence, why staff deployment is an Issue for Structural Flexibility;
- Suggest the Structural Implications for Demand for Participation in Decision-making;

- Present Empirical Findings in support of *Structure-Cultural Infusion*;
- Suggest which Organisational Structure, Matrix or Hierarchical Structures, experience “Flexibility” or exist as “Flexion”.



Postgraduate Course Contents, Concepts, and Issues.

Dip. Postgraduate Course Outline.

While, so far, we have Provided Pertinent **Information, Incorporating:** Learning Objectives, Duration, Cost, Target Audience, & Coordinator.

We have withheld Details of: Course Contents, Concepts, & Issues. Delegates will receive the Specifics in attendance, At our International Locations, & Online.

Part 1. Organisational Structure and Design: Conceptual and Contextual Explorations.

Part 2. Contingency Theory. and Organisational Design Metaphors.

Part 3. Organisational Design Features and Structural Relationships: From Simple To Complex Settings.



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Part 4. The Matrix Structure: Hierarchical or Non-Hierarchical.

Part 5. Organisational Control, Communication and Decision-making in Matrix and Hierarchical Structures

Part 6. Effecting Control in an Organisational Setting.

Part 7. Controlling Resource Utilisation, and Operational Processes.

Part 8. Organisational Control System and Structural Relationship.

Part 9. Modern Organisational Control Systems;.

Part 10. Empirical Exploration of Organisational Control, Communication Pattern and Decision-making in Matrix and Hierarchical Structures.

Part 11. Organisational Structure and Flexibility: An Empirical Exploration.

Part 12. Flexibility or Flexion: Empirical Evidence of Structural Determinants.



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'**.



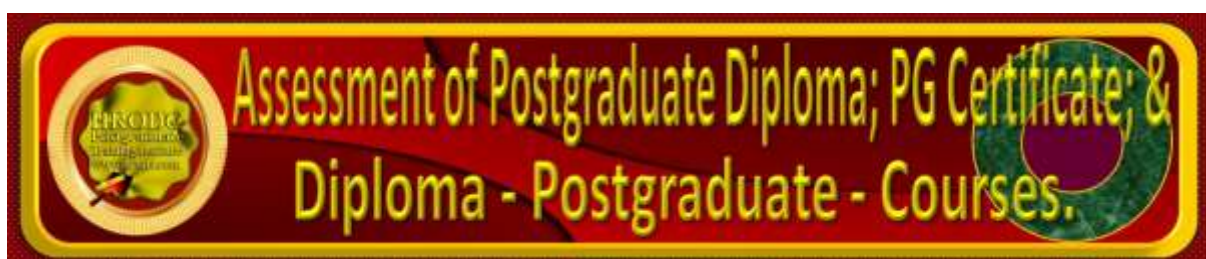
Applicants for Diploma – Postgraduate; Postgraduate Certificate; and Postgraduate Diploma are required to submit the following documents:

- 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:

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- 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)

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



You Are Most Welcome To Visit Our Main Website, & SM Pages, To Communicate With, & Follow, Us.

**For and On Behalf of:
Prof. Dr. R. B. Crawford, Director,
HRODC Postgraduate Training Institute.**

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