032.B12
Organisational Structure and Control Systems
Course or Seminar

Leading To:
DIPLOMA - POSTGRADUATE IN
Organisational Structure and Control Systems, and
Executive Management Block 12
Accumulating to
POSTGRADUATE DIPLOMA
Organisational Structure and Control Systems

Course or Seminar

Leading To:

DIPLOMA - POSTGRADUATE IN Organisational Structure and Control Systems, and Executive Management Block 12 Accumulating to POSTGRADUATE DIPLOMA
Course Coordinator:
Prof. Dr. R. B. Crawford – Director of HRODC Ltd. and Director of HRODC Postgraduate Training Institute, A Postgraduate-Only Institution. He has the following Qualifications and Affiliations:

- Doctor of Philosophy ((PhD) (University of London));
- MEd. Management (University of Bath);
- Advanced Dip. 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 Academy of Management (MAoM), within the following Management Disciplines:
  - Human Resources;
Organisational Structure and Control Systems, Leading to Diploma – Postgraduate in Organisational Structure and Control Systems, and Executive MBA Block 12, Accumulating to Postgraduate Diploma

- Organization and Management Theory;
- Organization Development and Change;
- Research Methods;
- Conflict Management;
- Organizational Behavior;
- Management Consulting;
- Gender & Diversity in Organizations; and
- Critical Management Studies.

- 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);
- Life Member of Malaysian Institute of Human Resource Management (LMIHRM);
- Member of ResearchGate Community;
- Member of Convocation, University of London;
- Professor HRODC Postgraduate Training Institute.

Prof. Crawford was an Academic at:

- University of London (UK);
- London South Bank University (UK);
- University of Greenwich (UK); and
- University of Wolverhampton (UK).

For Whom This Course is Designed

This Course is Designed For:

- Board of Directors;
- Chief Executive Officers (CEOs);
- Chief Executives;
- Chief Financial Officers (CFOs);
- Chief Secretaries;
- Company Secretaries;
- Corporate Managers;
Divisional Heads;
Entrepreneurs;
Executive Directors;
Executive Vice Presidents;
Human Resource Managers;
Human Resource Directors;
Management Graduates;
Management Lecturers;
Managing Directors;
Middle Managers;
Non-Executive Directors;
Organisational Development Practitioners;
Organisational Resource Directors;
Senior Managers;
Senior Project Managers;
Senior Resource Managers;
Supervisors;
University Vice Chancellors;
Venture Capitalists;
Individuals with a genuine interest in Issues associated with Organisational Structure and Control, and General Management, towards Enhanced Organisational Effectiveness.

**Duration:** 6 Days

**Cost:** £6,000.00 Per Delegate

**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.
Course and Programme Cost includes:

- Free Continuous snacks throughout the Event Days;
- Free Hot Lunch on Event Days;
- Free City Tour;
- Free Stationery;
- Free On-site Internet Access;
- Postgraduate Diploma/ Diploma – Postgraduate – or
- Certificate of Attendance and Participation – if unsuccessful on resit.

Students and Delegates will be given a Selection of our Complimentary Products, which include:

- HRODC Postgraduate Training Institute’s Leather Conference Folder;
- HRODC Postgraduate Training Institute’s Leather Conference Ring Binder/ Writing Pad;
- HRODC Postgraduate Training Institute’s Key Ring/ Chain;
- HRODC Postgraduate Training Institute’s Leather Conference (Computer – Phone) Bag – Black or Brown;
- HRODC Postgraduate Training Institute’s 8GB USB Flash Memory Drive, with Course Material;
- HRODC Postgraduate Training Institute’s Metal Pen;
- HRODC Postgraduate Training Institute’s Polo Shirt.

Daily Schedule: 9:30 to 4:30 pm.

Location: Central London and International Locations
**Course Objectives**

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

- Apply the concept of Equifinality in organisational control;
- Appropriately define organisational structure;
- Contextualise Standardisation of Work Process;
- Delineate the Importance of Communication in Organisation;
- Delineate the relationship between organisational structure and leader and organisational flexibility;
- Delineate the relationship between Organisational Structure and Organisational Control Function;
- Demonstrate an awareness of the fundamental issues associated with Organisational design and their implications for effective organisational functioning;
- Demonstrate their ability to encourage the type of superior-subordinate relationship which will be conducive to organisational success;
- Demonstrate their understanding of the different bases of co-ordination;
- Demonstrate their understanding of the factors associated with leadership Style Ascription;
- Design an organisation adhering to the principles of horizontal and vertical relationship;
- Determine how management information systems support organisational control;
- Determine the cybernetic value of computerised information system in general organisational functioning and specifically management control system;
- Determine the level of worker autonomy to permit when dealing with highly motivated staff;
Determine the place of mutual adjustment, as a co-ordinating mechanism within specific organisational settings – determined by their sizes and stages of development, and work process;

Directly associate the Levels of Worker Autonomy and Managerial Control with Organisational Effectiveness;

Discuss the co-ordinating mechanism in a simple structure;

Distinguish between different organisational structures;

Distinguish between Just-In-Time (JIT) system and Material Requirements Planning (MRP);

Distinguish between Mutual Adjustment and Direct Supervision;

Distinguish between Organismic and Mechanistic Structures;

Distinguish between the basic types of Organisational Structure;

Distinguish between the different types of Matrix Structures;

Establish the key features of a vibrant Management Accounting System;

Evaluate the impact of a haphazard Management Accounting System on the overall Organisational Control Mechanism;

Exemplify Process Scheduling;

Explain Policy Planning and Budgeting Systems, defending its value in Budgetary Control;

Explain the approaches to Organisational Design;

Explain The Import-Conversion–Export Process and the place of Remedial Action in the promotion of Equifinality;

Explain the Import Conversion Export Process;

Explain, with explicit examples, Structurally Derived Control System;

Explain, with explicit examples, the ‘Operational Control System’;

Explore the significant differences between Standardisation of Output, on the one hand, and Standardisation of Input, on the other;

Identify an Organisational Structure Type, from its verbal or textual description;

Identify horizontal relationships in organisational design;

Illustrate ‘The Conversion Process’ in their individual organisational setting;

Illustrate communication channels in an organisational chart;

Illustrate lines of authority in an organisational chart;
Organisational Structure and Control Systems, Leading to Diploma – Postgraduate in Organisational Structure and Control Systems, and Executive MBA Block 12, Accumulating to Postgraduate Diploma

- Illustrate the effect of organisational structure on communication within an organisation;
- Illustrate their ability to design an appropriate organisational structure that takes account of contingent internal and external environmental factors;
- Indicate the importance of communication in organisation for the purpose of Corporate and Operational Decision-making;
- Indicate the importance of vertical and horizontal relationships in organisational design;
- Indicate when Managerial Control should be relaxed, to facilitate Organisational Development (OD) and Continuous Professional Development (CPD);
- Inform managers of the importance and constituents of an effective Management Information System;
- Match the organisational design approach with the level of development of the organisation;
- Name at least three Bases of Co-ordinating, according to Mintzberg;
- Name the Fundamental Organisational Structures and their variations;
- Outline the bases of an effective Computerised Information Systems;
- Outline, with vivid examples, the communication requirement for Individual, Subsystem and System Needs and Functions.
- Practicalise Corporate and Subsystem Communication Needs:
  - Provide at least three examples of a ‘Service Operation’;
  - Provide at least three points in support of the use of Zero-Base Budgeting, in promoting Organisational Control;
  - Provide at least two practical examples of the ‘KANBAN System’;
  - Provide examples of different bases of Divisionalisation;
  - Provide the bases for Structural Contingencies
  - Provide the bases of Organisational Communication Needs for Programme Formulation and Execution;
  - Provide the rationale for Organisational Communication Need to facilitate Emergencies and Contingencies;
  - Provide vivid examples of The Import Process;
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- Recommend the most appropriate structure for a particular organisation, taking contingent factors into account;
- Show the vertical relationships in an Organisational Chart;
- Suggest at least three ways of Controlling the Utilisation of Organisational Resources;
- Suggest the approaches which might be adopted in designing an organisation;
- Suggest the reason that organisations need to ensure that their Organisational Information Speed is optimal;
- Tell their counterparts how the Sequencing process operates in their own organisations;
- 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;
- Typify the Loading in their individual organisations.

Course Contents, Concepts and Issues

Part 1: Contextualising Organisational Structure (1)

- Defining Organisations;
- Social Organisations;
- Formal Organisations;
- Salient Elements of Organisational Analysis;
- Organisational Roles and Relationships;
- Organisational Responsibilities;
- Organisational Accountability:
  - Internal Organisational Accountability;
  - Upward Organisational Accountability;
  - Downward Accountability.
- The Organisation’s External Accountability:
  - Accountability To Owners/Sponsors;
  - Accountability To Clients/Users/Customers;
Part 2: Contextualising Organisational Structure (2)

- Contextualising Authority and Authority Structure:
  - Traditional Authority;
  - Charismatic Authority;
  - Legitimate Authority;
  - Professional Authority.

- Power

- Organisational Power Sources:
  - Power Derived from Authority
  - Power resulting from Control Over Resources
  - Power resulting from Control over information, access to and control over the information flow
  - Power derived from Control over uncertainty
  - Unobtrusive Power

- Delegation in Organisations:
  - Bases of Organisational Delegation;
  - Delegation and Professional Authority;
  - Delegation and Superior-Subordinate Relationship;

Part 3: Organisational Design: Typologies and Principles

- An Introduction to Organisational Design;
- Approaches to Organisational Design;
- Classical Organisational Design;
- Bases of Classical Organisational Design:
  - Formal Authority;
  - Rules and Regulations;
Protagonists of the Classical Approach to organisational Design:
- Max Weber;
- Frederick Taylor;
- Henri Fayol.

Neo-Classical Organisational Design;
Protagonists of Neo-Classical Organisational Design:
- Douglas McGregor;
- Rensis Likert;
- Chris Argyris.

Scientific Management to Organisational Design: Mechanistic Approach to Organisational Design;
Human Relations Movement: Humanistic Approach to Organisational Design;
Contingency Approaches to Organisational Design: Structure-Environment Match:
- Organisational Structure for a Stable Environment;
- Organisational Structure for Changing Environment;
- Organisational Structure for Turbulent Environment.

Organisational Structure and Internal and External Relationships;
Levels of Control and Role Specificity;
Mechanistic and Organismic Structures and Their Types of Relationships;
A Case in Point: The Mechanistic Factory Setting.

Part 4: Organisational Design Features

Vertical Relationships in Organisational Design;
Horizontal Relationships in Organisational Design;
Lines of Authority and Accountability in Organisational Design;
Types of Organisational Structure:
- The Simple Structure;
- The Functional Structure;
- The Divisional Structure and Its Internal Relationships.

Bases of Divisionalisation:
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- Product Divisional Structure;
- Service Divisional Structure;
- Geographic or Regional Divisional Structure.

- The Matrix Structure:
  - Divisional Matrix Structure;
  - Functional Matrix Structure;
  - Customised Matrices.

- The Divisional Structure Compared with the Functional Structure on the Basis of:
  - Communication,
  - Co-Ordination,
  - Worker Autonomy.

- The Organisation of the Matrix Structure;
- Identifying and Designing Organisational Structures.

Part 5: Organisational Control System and Structural Relationship (1)

- Control as an Operational Necessity;
- Control as a Co-ordinating Mechanism;
- Bases of Co-ordinating:
  - Mutual Adjustment;
  - Direct Supervision;
  - Standardisation of Work Process;
  - Standardisation of Output;
  - Standardisation of Input.

- Structurally Derived Control System;
- Importance of Communication in Organisation;
- Corporate and Subsystem Needs:
  - Programmes;
  - Decisions;
  - Problems;
  - Emergencies and Contingencies;
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- Individual, Subsystem and System Needs and Functions.

- Traditional Control Systems;
- Modern Control Systems;
- Management Information System;
- Computerised Information Systems;
- Information Speed;
- Information Retrieval;
- Management Accounting System;
- Zero-Base Budgeting;
- Policy Planning and Budgeting Systems;
- The Import-Conversion –Export Process;
- The Import Process;
- The Conversion Process.

**Part 6: Organisational Control System and Structural Relationship (2)**

- The Export Process;
- Operational Control System;
- Service Operation;
- Process Scheduling;
- Loading;
- Sequencing;
- Detailed Scheduling;
- Inventory Control;
- Cost Control;
- Quality Control;
- Controlling Utilisation of Organisational Resources;
- Levels of Worker Autonomy and Managerial Control;
- Co-Ordaining as a Control Mechanism;
- Mutual Adjustment;
- Direct Supervision;
- Standardisation of Work Process;
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- Standardisation of Input-Skills, Knowledge and Attitudes;
- Standardisation of Output;
- Organisational Structure as a Control Function;
- Communication Dissemination;
- Decision Making Involvement;
- Role Specificity;
- Just In Time (JIT) vs. Material Requirements Planning;
- Material Requirements Planning Inventory System;
- The ‘IN’ Inventory;
- The ‘OUT’ Inventory;
- The ‘JIT’ Inventory System;
- The KANBAN System.

Diploma – Postgraduate Short Course, and Postgraduate Diploma Programme, Regulation

Postgraduate Diploma and Diploma – Postgraduate: Their Distinction, Credit Value and Award Title

Postgraduate Short Courses of a minimum of five days’ duration, are referred to as Diploma – Postgraduate. This means that they are postgraduate credits, towards a Postgraduate Diploma. A Postgraduate Diploma represents a Programme of Study, leading to an Award bearing that title prefix. We, therefore, refer to our short-studies as ‘Courses’, while the ‘longer-studies’, are regarded as Programmes. However, both study-durations are often referred to as ‘Courses’. Another mark of distinction, in this regard, is that participants in a short-course are referred to as ‘Delegates’, as opposed to the term ‘Students’, which is confined to those studying a Postgraduate Programme.

Courses are of varying Credit-Values; some being Single-Credit, Double-Credit, Triple-Credit, Quad-Credit, 5-Credit, etc. These credits, 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.

Delegates studying courses of 5-9 days’ duration, equivalent to 30-54 Credit-Hours (Direct Lecturer Contact), will, on successful assessment, receive the Diploma – Postgraduate Award. This represents a single credit at Postgraduate Level. While 6-day and 7-day courses also lead to a Diploma – Postgraduate, they accumulate 36 and 42 Credit Hours, respectively.

### Postgraduate Diploma and Diploma - Postgraduate Assessment Requirement

Because of the intensive nature of our courses and programmes, assessment will largely be in-course, adopting differing formats. These assessment formats include, but not limited to, in-class tests, assignments, end of course examinations. Based on these assessments, successful candidates will receive the Diploma – Postgraduate, 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, 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 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.
Applicants for Diploma – Postgraduate – and Postgraduate Diploma are required to submit the following documents:

- Completed Postgraduate Application Form, including a passport sized picture affixed to the form;
- A copy of Issue and Photo (bio data) page of the applicant’s current valid passport or copy of his or her Photo-embedded National Identity Card;
- Copies of credentials mentioned in the application form.

**Admission and Enrolment Procedure**

- On receipt of all the above documents we will assess applicants’ suitability for the Course or Programme for which they have applied;
- If they are accepted on their chosen Course or Programme, they will be notified accordingly and sent Admission Letters and Invoices;
- One week after the receipt of an applicant’s payment or official payment notification, the relevant Course or Programme Tutor will contact him or her, by e-mail or telephone, welcoming him or her to HRODC Postgraduate Training Institute;
- Those intending to study in a foreign country, and require a Visa, will be sent the necessary immigration documentation, to support their application;
- Applicants will be notified of the dates, location and venue of enrolment and orientation, where appropriate.
There are three delivery formats for Postgraduate Diploma Courses, as follows:

1. Intensive Full-time (Classroom-Based) Mode (3 months). This duration is based on six hours’ lecturer-contact per day, five days (30 hours) per week;
2. Full-time (Classroom-Based) Mode (6 month). This duration is based on two and a half days’ lecturer-contact, equivalent to fifteen hours, per week;
3. Video-Enhanced On-Line Mode. This mode is achieved in twenty (20) weeks, based on three hours per day, six days per week.

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

In a move away from the traditional online courses and embracing recent developments in technology-mediated distance education, HRODC Postgraduate Training Institute has introduced a Video-Enhanced Online delivery. This Online mode of delivery is revolutionary and, at the time of writing, is unique to HRODC Postgraduate Training Institute.

You are taught as individuals, on a one-to-one or one-to-small-group basis. You see the tutor face to-face, for the duration of your course. You will interact with the tutor, ask and address questions; sit examinations in the presence of the tutor. It is as real as any face-to-face lecture and seminar can be. Choose from a wide range of Diploma – Postgraduate Courses and approximately 60 Specialist Postgraduate Diploma Programmes. Accumulate short courses, over a 6-year period, towards a Postgraduate Diploma.

- The tutor meets the group and presents the course, via Video, in a similar way to its classroom-based counterpart;
- All participants are able to see, and interact with, each other, and with the tutor;
They watch and discuss the various video cases and demonstrations that form an integral part of our delivery methodology;

Their assessment is structured in the same way as it is done in a classroom setting;

The Video-Enhanced Online mode of training usually starts on the 1st of each month, with the cut-off date being the 20th of each month, for inclusion the following month;

Its duration is twice as long as its classroom-based counterpart. For example, a 5-day (30 Credit Hours) classroom-based course will last 10 days, in Video-Enhanced Online mode. This calculation is based on 3 hours tuition per day, adhering to the Institute’s required 30 Credit-Hours;

The cost of the Video-Enhanced Online mode is 67% of the classroom-based course;

For example, a 5-day classroom-based course, which costs Five Thousand Pounds, is only Three Thousand Three Hundred and Fifty Pounds (£3,350.00) in Video-Enhanced Online Mode.

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### 20-Week Video-Enhanced Online Postgraduate Diploma

You might study an Online Postgraduate Diploma Course, in 20 weeks, in the comfort of your homes, through HRODC Postgraduate Training Institute’s Video-Enhanced Online Delivery. We will deliver the 360 hours ‘Direct-Lecturer-Contact’, as is required by our Institute’s Regulation, within the stipulated 20 weeks. We aim to fit the tuition around your work and leisure, thereby enhancing your effective ‘Life-Style Balance’, at times convenient to you and your appointed tutor.

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### 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, as is tabulated below.
On this basis, the definitive calculation on the Award requirement is based on the number of hours studied (aggregate credit-value), rather than merely the number of credits achieved. This approach is particularly useful when a student or delegate studies a mixture of courses of different credit-values.

For those delegates choosing the accumulative route, it is advisable that at least 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.

### Examples of Postgraduate Course Credits:
**Their Value, Award Prefix & Suffix – Based on 5-Day Multiples**

<table>
<thead>
<tr>
<th>Credit Value</th>
<th>Credit Hours</th>
<th>Award Title Prefix (&amp; Suffix)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-Credit</td>
<td>30-54</td>
<td>Diploma - Postgraduate</td>
</tr>
<tr>
<td>Double-Credit</td>
<td>60-84</td>
<td>Diploma – Postgraduate (Double-Credit)</td>
</tr>
<tr>
<td>Triple-Credit</td>
<td>90-114</td>
<td>Diploma – Postgraduate (Triple-Credit)</td>
</tr>
<tr>
<td>Quad-Credit</td>
<td>120-144</td>
<td>Diploma – Postgraduate (Quad-Credit)</td>
</tr>
<tr>
<td>5-Credit</td>
<td>150-174</td>
<td>Diploma – Postgraduate (5-Credit)</td>
</tr>
<tr>
<td>6-Credit</td>
<td>180-204</td>
<td>Diploma – Postgraduate (6-Credit)</td>
</tr>
<tr>
<td>7-Credit</td>
<td>210-234</td>
<td>Diploma – Postgraduate (7-Credit)</td>
</tr>
<tr>
<td>8-Credit</td>
<td>240-264</td>
<td>Diploma – Postgraduate (8-Credit)</td>
</tr>
<tr>
<td>9-Credit</td>
<td>270-294</td>
<td>Diploma – Postgraduate (9-Credit)</td>
</tr>
<tr>
<td>10-Credit</td>
<td>300-324</td>
<td>Diploma – Postgraduate (10-Credit)</td>
</tr>
<tr>
<td>11-Credit</td>
<td>330-354</td>
<td>Diploma – Postgraduate (11-Credit)</td>
</tr>
<tr>
<td>12-Credit</td>
<td>360</td>
<td>Postgraduate Diploma</td>
</tr>
</tbody>
</table>

360 Credit-Hours = Postgraduate Diploma

12 X 5-Day Courses = 360 Credit-Hours = Postgraduate Diploma

10 X 6-Day Courses = 360 Credit-Hours = Postgraduate Diploma
Accumulated Postgraduate Diploma Award Titles

All Specialist Postgraduate Diploma Programmes have their predetermined Award Titles. Where delegates do not follow a Specialism, for accumulation to a Postgraduate Diploma, they will normally be Awarded a General Award, without any Specialist Award Title. However, a Specialist Award will be given, where a delegate studies at least seventy percent (70%) of his or her courses in a specialist grouping. These are exampled below:

1. Postgraduate Diploma in Accounting and Finance;
2. Postgraduate Diploma in Aviation Management;
3. Postgraduate Diploma in Business Communication;
4. Postgraduate Diploma in Corporate Governance;
5. Postgraduate Diploma in Costing and Budgeting;
6. Postgraduate Diploma in Client or Customer Relations;
7. Postgraduate Diploma in Engineering and Technical Skills;
8. Postgraduate Diploma in Events Management;
9. Postgraduate Diploma in Health and Safety Management;
10. Postgraduate Diploma in Health Care Management;
11. Postgraduate Diploma in Human Resource Development;
12. Postgraduate Diploma in Human Resource Management;
13. Postgraduate Diploma in Information and Communications Technology (ICT);
14. Postgraduate Diploma in Leadership Skills;
15. Postgraduate Diploma in Law – International and National;
16. Postgraduate Diploma in Logistics and Supply Chain Management;
17. Postgraduate Diploma in Management Skills;
18. Postgraduate Diploma in Maritime Studies;
19. Postgraduate Diploma in Oil and Gas Operation;
20. Postgraduate Diploma in Oil and Gas Accounting;
22. Postgraduate Diploma in Procurement Management;
Postgraduate Diploma in Project Management;

Postgraduate Diploma in Public Administration;

Postgraduate Diploma in Quality Management;

Postgraduate Diploma in Real Estate Management;

Postgraduate Diploma in Research Methods;

Postgraduate Diploma in Risk Management;

Postgraduate Diploma in Sales and Marketing;

Postgraduate Diploma in Travel, Tourism and International Relations.

The actual courses studied will be detailed in a student or delegate’s Transcript.

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Service Contract, incorporating Terms and Conditions

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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.

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

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