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

#006

Diversity Management and Mismanagement: Empirical Explorations, Postgraduate Course.

Leading To:

Diploma – Postgraduate – in

Diversity Management and Mismanagement: Empirical Explorations, Double-Credit, 60 Credit-Hours.

Accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional Credit-Hours.

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.

+44 1902 763 607;
+44 20 8133 2760;
+44 7736 147 507;
+44 7586 676 208.

https://www.hrodc.com
institute@hrodc.com;
london@hrodc.com
Skype: hrodcltdpgti4

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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.

Postgraduate Diploma; Postgraduate Certificate; & Diploma - PG Courses. Click To Download List.

Our Main Website: https://www.hrodc.com Click To Visit Website!
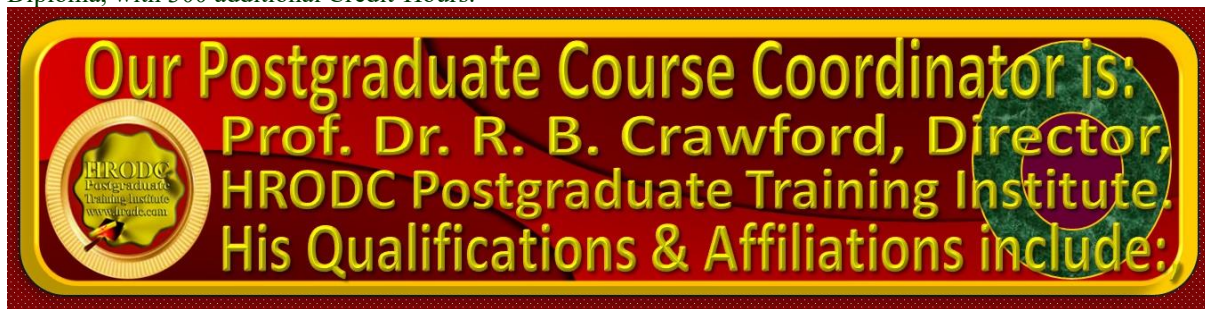
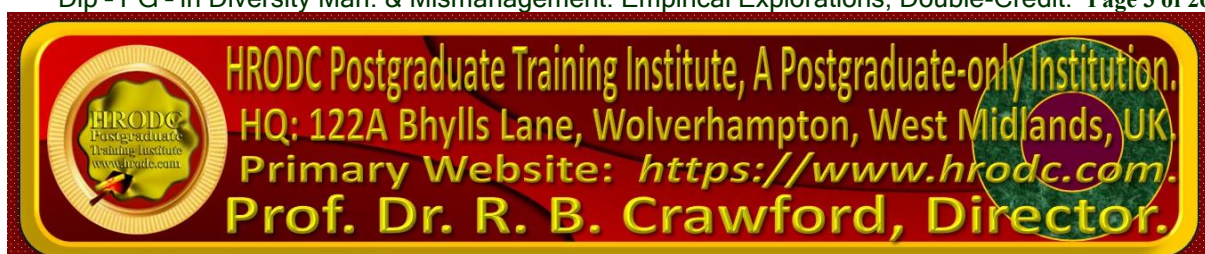**General Diploma: Access To Postgraduate. Click For Details!**

PAST DELEGATES

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Our Postgraduate Course Coordinator is: Prof. Dr. R. B. Crawford, Director, HRODC Postgraduate Training Institute. His Qualifications & Affiliations include:

- 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.

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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

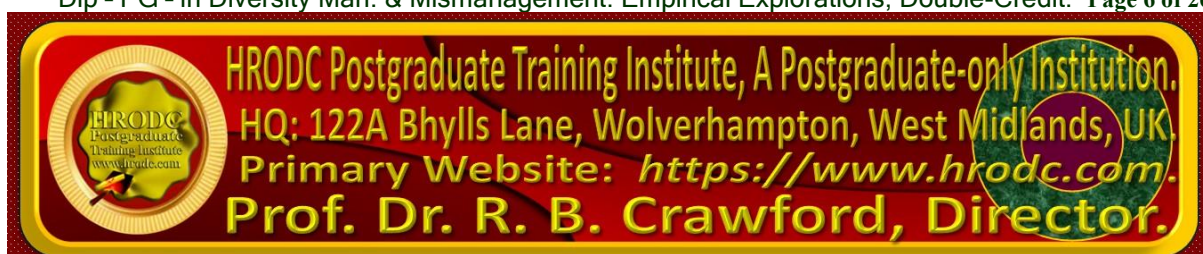Former Editor-In-Chief of 'Sokoto Journal of Education'.

- ➤ Academic and Administrative Support Personnel;
- ➤ Administrative Staff;
- ➤ Assistant Vice Chancellor for Advancement;
- ➤ Board of Directors;
- ➤ Business Analysts;
- ➤ Business Angels;
- ➤ Business Development Directors;
- ➤ Business Unit Heads;
- ➤ Career Specialists;
- ➤ Change Management Consultants;
- ➤ Chief Executive Officers (CEOs);
- ➤ Chief Executives;
- ➤ Chief Financial Officers (CFOs);
- ➤ Chief Secretaries;
- ➤ Company Secretaries;
- ➤ Computer and Information Systems Managers;
- ➤ Consultants;
- ➤ Corporate Administration Advisor;
- ➤ Corporate Executives;
- ➤ Corporate Managers;
- ➤ Corporate Trainer;
- ➤ Data Encoders;
- ➤ Data Entry Operators;
- ➤ Departmental Heads;
- ➤ Development Training Coordinators;
- ➤ Directors of Leadership, Services and Consulting;
- ➤ Directors, Executive and Leadership Development;
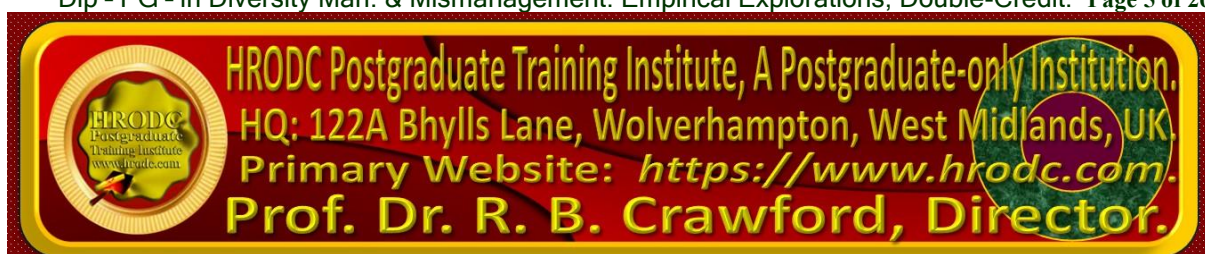
- ➢ Directors, Strategic Business Improvements;

- ➢ Directors of Human Resource;

- ➢ Directors, Staff Development;

- ➢ Diversity and Human Resource Practitioners;

- ➢ Diversity Management Consultants;

- ➢ Diversity Management Lecturers;

- ➢ Diversity Professionals;

- ➢ Diversity Researchers;

- ➢ Diversity Steering Groups;

- ➢ Divisional Heads;

- ➢ Divisional Heads;

- ➢ Employment Directors;

- ➢ Entrepreneurs;

- ➢ Executive Directors, Ministry Leadership Formation;

- ➢ Executive Directors;

- ➢ Executive Vice Presidents;

- ➢ External Change Agents;

- ➢ External Organisational Development Consultants;

- ➢ Front-end Web Developers;

- ➢ Fund Managers;

- ➢ Funding Agents;

- ➢ Further Education Lecturers;

- ➢ General Educators;

- ➢ General Managers;

- ➢ Higher Education Lecturers;

- ➢ HR Administrative Support;

- ➢ HR Leader, Global HR Leadership Development;

- ➢ Human Resource Development (HRD) Practitioners;

- ➢ Human Resource Development Managers;

- ➢ Human Resource Directors;

- ➢ Human Resource Executives;
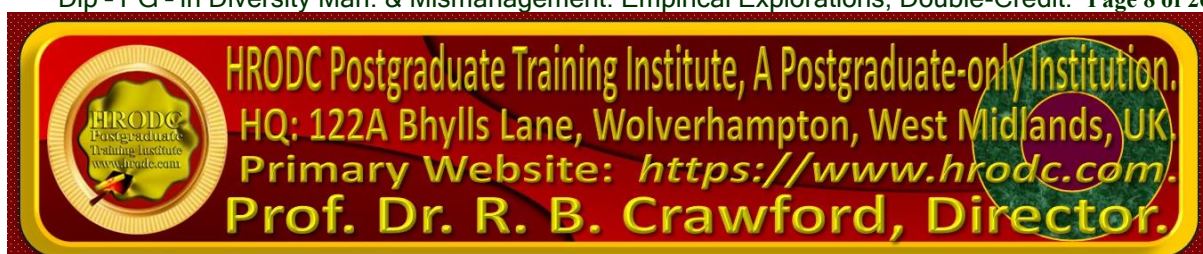
- ➢ Human Resource Generalists;

➤ Human Resource Managers;

➤ Human Resource Personnel;

➤ Human Resource Practitioners;

➤ Human Resource Professionals;

➤ Human Resource Specialists;

➤ ICT Specialists;

➤ Implementation Managers;

➤ Induction Managers;

➤ Industrial relations Specialists;

➤ Information Technology Managers;

➤ Internal Change Agents;

➤ Internal Organisational Development Consultants;

➤ Inventory Specialists;

➤ Junior Managers;

➤ Lead Employees who need to excel at designing, developing and delivering successful Training Programmes;

➤ Learning and Development Facilitators;

➤ Learning and Organizational Effectiveness Manager;

➤ Lecturers, Generally;

➤ Line Leaders;

➤ Line Managers;

➤ Management Aspirants;

➤ Management Graduates;

➤ Management Information Systems Directors;

➤ Management Lecturers;

➤ Management Trainees;

➤ Manager, Global Organizational and Leadership Development;

➤ Managers;

➤ Managing Director, Teacher Leadership Development;

➤ Managing Directors;

➤ Media Distributor;
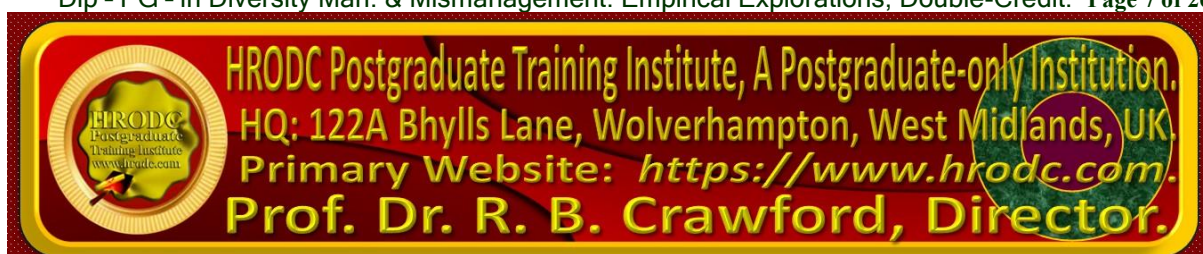
➤ Middle Managers;

- ➢ Movie and TV Directors;

- ➢ Movie Editors;

- ➢ Non-Executive Directors;

- ➢ Organisational Design Lecturers;

- ➢ Organisational Design Researchers;

- ➢ Organisational Design Specialists;

- ➢ Organisational Development Consultants;

- ➢ Organisational Development Managers;

- ➢ Organisational Development Practitioners;

- ➢ Organisational Effectiveness Specialists;

- ➢ Marketing Directors;

- ➢ Organisational Enhancement Officers;

- ➢ Organisational Resource Directors;

- ➢ Production Managers;

- ➢ Professional Development Managers;

- ➢ Professional Trainers;

- ➢ Project Management Team Leaders

- ➢ Project Managers;

- ➢ Quality Improvement Officers;

- ➢ Recruitment and Selection Officers;

- ➢ Recruitment Specialists;

- ➢ Researchers;

- ➢ Retention Officers;

- ➢ Role Enhancement Officials;

- ➢ Scriptwriters;

- ➢ Security Specialists;

- ➢ Senior Human Resource Management (HRM) Officers;

- ➢ Senior Managers;

- ➢ Senior Project Managers;

- ➢ Senior Resource Managers;

- ➢ Senior Secretaries;

- ➢ Senior Security Specialists;

➢ Social Integration Officers;

➢ Software Engineers;

➢ Software Quality Assurance Analysts;

➢ Specialists, Professional Learning;

➢ Staff Development Managers;

➢ Supervisors;

➢ Support Specialists;

➢ System Administrators;

➢ Systems Analysts;

➢ Systems Architects;

➢ Systems Software Engineers;

➢ Talent Development and Learning Specialist;

➢ Team Leaders – Materials Management;

➢ Team Leaders;

➢ Technical Specialists;

➢ Telecommunications Specialists;

➢ Training and Quality Assurance Coordinators;

➢ Training Managers;

➢ Training Specialist;

➢ University Vice Chancellors;

➢ Venture Capitalists;

➢ Vice Presidents;

➢ Vice Provosts, Faculty Affairs;

➢ Vulnerability Management Team Leaders;

➢ Others with a genuine interest in the importance of Diversity Management in organisations;

➢ All others with responsibility for executing effective diversity principles in workplace.

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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.**

In-Venues Cost Includes:

* **Snacks & Lunch, on Event-Days;**
* **Stationery, Onsite Internet Access, City Tour;**

* **Earned Award (PG Dip; PG Cert; Dip – PG; or Gen. Dip);**
* **Module Credits, for Incomplete Programmes;**
* **Cert. of Attendance & Participation, if Unsuccessful.**

Our Branded Complimentary Products.

Students & Delegates Will be Treated To a Selection of:
* Leather Conference Folder; Leather Conf. Ring Binder;
* Leather Conference Bag (Black or Brown);
* Polo Shirt (Black, Blue, Navy, Green, Red, White);
* Metal Pen (Green, Blue, Maroon, Gold);
* USB Drive (8-16 GB); Carrier Bag.
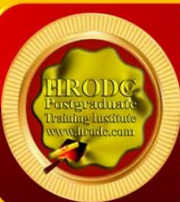
Daily Schedule:
09:00 To 16:30
But may Vary, with Location.

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.

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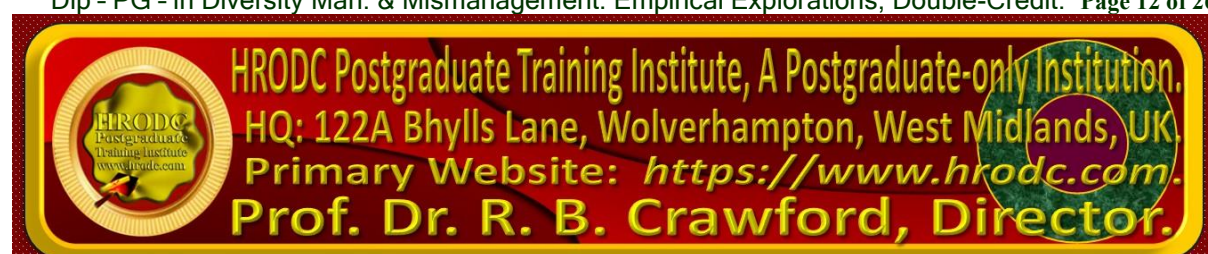
By the conclusion of the specified learning and development activities, delegates will be able to:

➢ Advise managers and HR Professionals how to manage Diversity, through Recruitment, Selection, Training, Education & Development;

➢ Apply their understanding of organisational diversity to promote a desirable level of cohesiveness, reducing the likelihood of 'groupthink';

➢ Clarify the issue of Sentience as a Basis for Racial, Ethnic and Gender Discrimination in organisations

➢ Conceptualise Human Resource Mismanagement;

➢ Conceptualise Workforce Diversity;

➢ Contextualise Workforce Diversity;

➢ Demonstrate an awareness of the degree to which Effective Diversity Management contributes to Enhanced Organisational Effectiveness;

➢ Demonstrate an understanding of the Minimalist Perspective of any Diversity Legislation;

➢ Demonstrate an understanding of, and ability to address, Sentience in organisations;

➢ Demonstrate an understanding of the issue of Sentience in the Workplace;

➢ Demonstrate competence in 'Diversity Counselling';

➢ Demonstrate exceptional leadership in the management of a diverse workforce.

➢ Demonstrate expertise in 'Relationship Management';

➢ Demonstrate their ability to apply their knowledge of organisational diversity to reduce the likelihood of 'Sentience';

➢ Demonstrate their ability to effectively manage in situations where sentience exists, progressing towards its elimination;

➢ Demonstrate their ability to formulate, implement and monitor an effective Diversity Policy.

➢ Demonstrate their ability to manage complaints and disciplinary systems in such a way that all opportunities for discrimination are removed

➢ Demonstrate their awareness of the bases for racial, ethnic and gender discrimination, focusing on the social identity perspective;

➢ Demonstrate their awareness of the vital Diversity Factoids, useful to their organisation's effective operation;

➢ Demonstrate their effective conceptualisation of diversity;

➢ Demonstrate their understanding of 'sentience' as a basis for discrimination;

➢ Design a system by which organisational diversity will be managed;

➢ Determine the operational benefits of organisational diversity, on the bases of cost, resource acquisition, marketing, creativity & system flexibility;

➢ Develop recommendations for the, Monitoring and Enforcement of Equal Opportunities and Diversity Policies;

➢ Devise a managed approach to organisational culture;

➢ Devise a strategy for the creation of a bias-free human resource management;

➢ Devise a system by which gender, racial and ethnic heterogeneity are promoted;

➢ Devise ways to encourage a 'gender friendly' work environment - manifest in a bias-free career & promotion system and reduction in work-family conflict;

➢ Discuss, flawlessly, Equality and its Misconception, and the Legal Ramification;

➢ Distinguish between a National Culture and a Subculture;

➢ Distinguish between equal opportunities and diversity management;

➢ Distinguish between Gender and Sex Discrimination;

➢ Distinguish between Racial, Ethnic and Gender Discrimination in organisations;

➢ Distinguish between the concepts of Equal Opportunities and Diversity Management;

➢ Distinguish between Visible or Declared Diversity, on the one hand, and Nonvisible Diversity, on the other;

➢ Establish the relationship between Effective Diversity Management and the exploitation of Marketing Intelligence;

➢ Exemplify Disability Discrimination in organisations;

➢ Exhibit their ability to detect tendencies towards 'sentience' as a direct result of diversity;

➢ Explain how an effective Diversity Managemant might be applied to the constitution of Committees, in organisations;

➢ Explain the difference between Diversity Mismanagement and Diversity Management, in Human Resource Management, citing Empirical Evidence;

➢ Explain, citing Empirical Evidence, Diversity Mismanagement and Its Resultant Organisational Catastrophe;

➢ Explain, with examples, the concept of Emotional Intelligence;

➢ Expound Discrimination as Social Identity;

➢ Expound Job Design and Diversity in the Workplace and their Legal Imperative;

➢ Help organisations to ensure that their Human Resource Management System Is Bias Free;

➢ Highlight at least two Diversity Blunders and their resultant Human Resource Mismanagement;

➢ Illustrate their awareness of the de-moralising effect of 'resonation';

➢ Illustrate their understanding of Cultural Intelligence;

➢ Indicate how organisations might take advantage of the opportunities that Diversity provides;

➢ Indicate the Empirical Findings for at least three of the following, in organisations:

- ❖ Committee Membership by Ethnicity;

- ❖ Existing Committee Membership by Gender;

- ❖ Views Acceptance at Committee Meetings by Gender;

- ❖ Views Acceptance at Committee Meetings by Ethnicity;

- ❖ Views Acceptance at Departmental Meetings by Gender;

- ❖ Consultation from Managers by Gender;

- ❖ Consultation from Managers by Ethnicity;

- ❖ Consultation from Team Leaders by Gender;

- ❖ Consultation from Corporate Managers by Gender;

- ❖ Consultation from Corporate Managers by Ethnicity;

- ❖ Contemporary Empirical Diversity Management: Some Conclusions.

➢ Indicate how Diversity might be managed through the prevention of Subtle Sexual Harassment;

➢ Inform their colleague of at least three Empirical Findings that suggest the importance of an effective Diversity Management System, in the enhancement of organisational Effectiveness; .

➢ Make proposals towards the creation of a 'Higher Career Involvement' of Women: thereby averting the prospect of Dual Career Routes';

➢ Make recommendations with respect to Diversity Management, Workforce Flexibility and Flexible Working Practices;

➢ Make suggestions regarding the Effective Utilisation of Human Resource, towards organisational success;

➢ Name at least three subcultures that may exist in a society;

➢ Outline the importance of View Acceptance at Departmental Meetings, whilst exploiting the diversity of members;

➢ Point to at least 3 Effective Diversity Initiatives, in Business Settings;

➢ Point to empirical findings in relation to Committee Membership by Gender, in organisations;

➢ Point to Empirical Findings that address the Status of Women in the Workplace;

➢ Produce Empirical Evidence of Cultural Infringements in Diversity Mismanagement and their Organisational Implications;

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➢ Propose some activities necessary for the Effective Management of Organisational Diversity, specifically as it relates to Organisational Culture;

➢ Provide a valid explanation of Cultural Competence;

➢ Provide an explanation of Spiritual Intelligence;

➢ Provide at least one example of Nonvisible Diversity;

➢ Provide Empirical Evidence to support the notion that Gender Disparity In Organisation is likely to result in Human Resource Mismanagement;

➢ Provide examples of Racial Discrimination in organisations;

➢ Provide some guidance on an Effective or Ineffective Diversity Management System;

➢ Recognise **Resonation**, taking the necessary steps to avert or prevent its reoccurrence;

➢ Suggest how managers might adapt their Leadership Style, so that it is more conducive to an Effective Diversity Management System;

➢ Suggest a conceptual definition of culture;

➢ Suggest at least five bases on which workers might be discriminated;

➢ Suggest how entities might Enhance Organisational Effectiveness, through Diversity Management;

➢ Suggest how to improve Organisational Effectiveness Through Workforce Diversity citing some Success Stories;

➢ Teach managers how to manage Diversity in Professional Learning Review (PLR), Compensation, and Benefits;

➢ Teach managers how to address Racial, Ethnic and Gender Diversity, through the elimination of the opportunities for Discrimination that are inherent in its 'Complaints System';
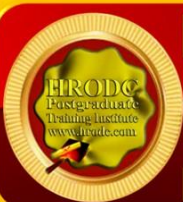
Part 1: Conceptualising Diversity

Part 2. Visible or Declared, and Nonvisible Workforce Diversity.

Part 3. Contextualising Workplace Diversity

Part 4. Diversity and Human Resource Mismanagement: Empirical Explorations

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Part 5. Empirical Evidence of Diversity and Human Resource Mismanagement.

## Part 6. Diversity Mismanagement and Its Resultant Organisational Catastrophe: Case Analyses

Part 7. Diversity Management and Organisational Effectiveness

Part 8. Enhancing Organisational Effectiveness, Through Diversity Management.

Part 9: Robust Diversity Management For Ultimate Organisational Effectiveness.

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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.
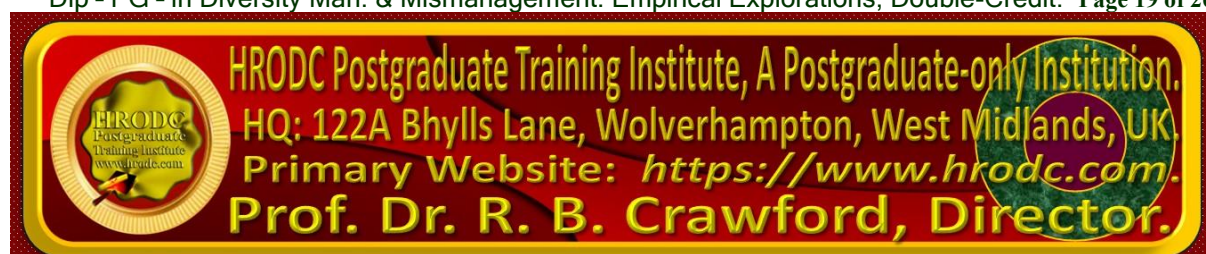
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In line with the above notion, a Postgraduate Certificate might be earned through a 6 weeks' Intensive In-Venues Study, or 10 Online Delivery. Similarly, a Postgraduate Diploma might be studied for 12 weeks In-Venues or 20 weeks. They might also be 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;
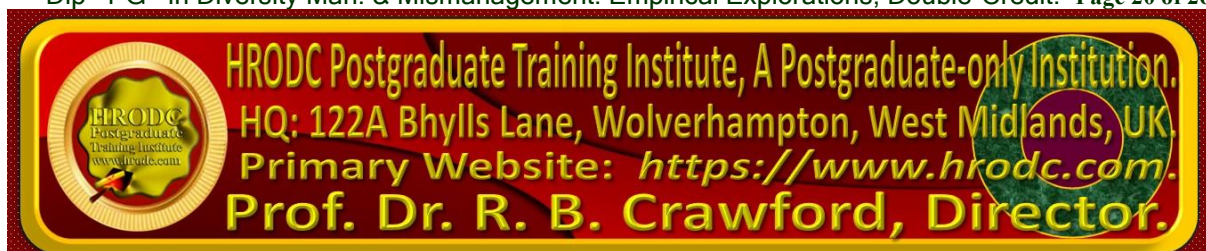
Diversity Management and Mismanagement: Empirical Explorations, Postgraduate Course, Leading to Diploma – Postgraduate – in Diversity Management and Mismanagement: Empirical Explorations, Double-Credit, 60 Credit-Hours, Accumulating to a Postgraduate Certificate, with 120 additional Credit-Hours, and a Postgraduate Diploma, with 300 additional 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;
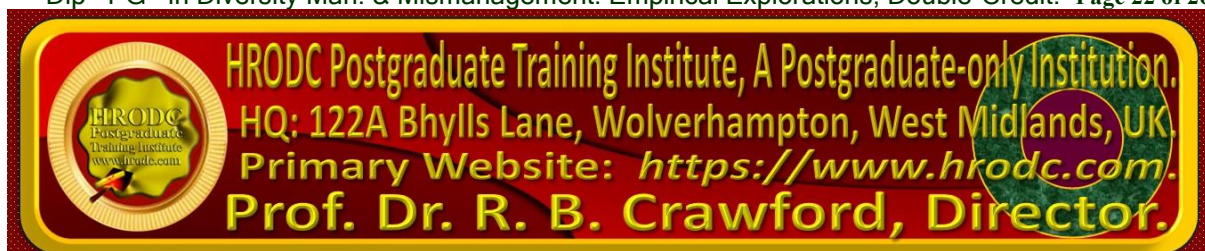
- ➢ If they are accepted on their chosen Course or Programme, they will be notified accordingly, and sent Invoices;

- ➢ 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:

    - o Venue Name, Location, with specific address;
    - o Details of Airport Transfer, where appropriate;
    - o Start date and time;
    - o Registration details;
    - o Daily Schedule;
    - o Local Transportation Details;
    - o Residential Accommodation Details;
    - o Leisure and Shopping Facilities, in the area;
    - o General Security Information; among others.
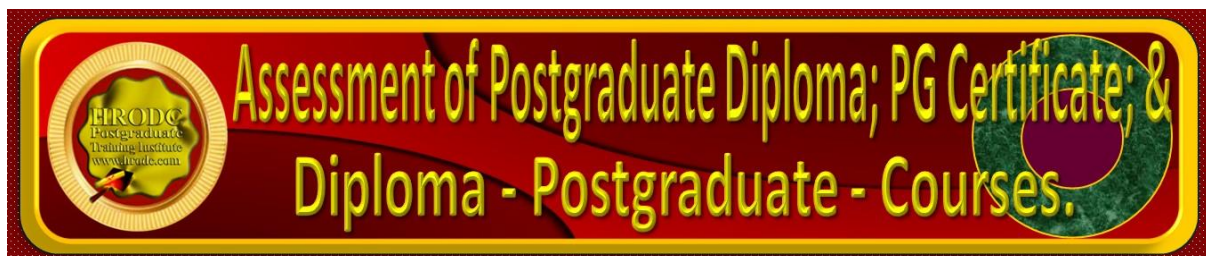
Because of the intensive nature of our Courses and Programmes, for In-Venues, and Online modes, assessment will take place during or at the end of the **'active teaching period'**, adopting differing formats. These structures include, but are not limited to:

- ➢ 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
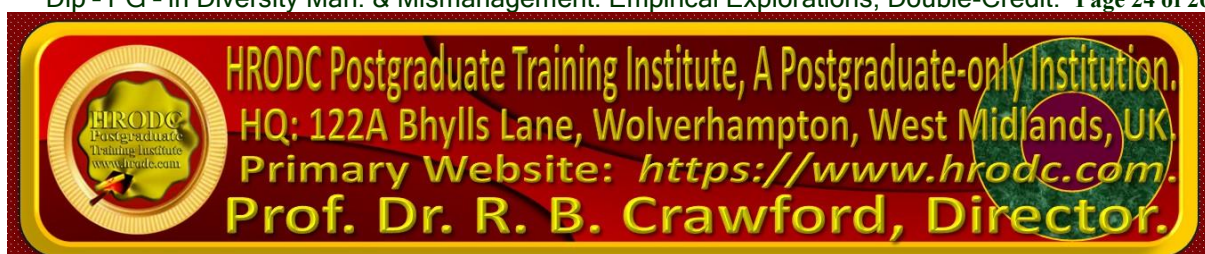
➢ Postgraduate Diploma Award.

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.