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

#085.M4

**Internal and External
Organisational Analysis,
Postgraduate Short Course.**

Leading To:

Diploma – Postgraduate – in

**Internal and External
Organisational Analysis, 30 Credit-
Hours.**

**Accumulating to a Postgraduate Certificate,
with 150 additional Credit-Hours, and a**

**Postgraduate Diploma, with 330 additional
Credit-Hours.**

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+44 20 8133 2760;
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+44 7586 676 208.



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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.



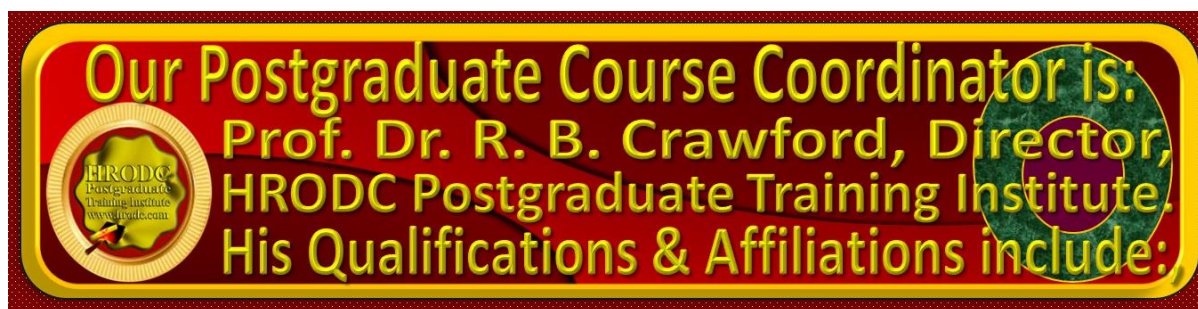
Featured PG Dip; PG Cert; Dip PG.
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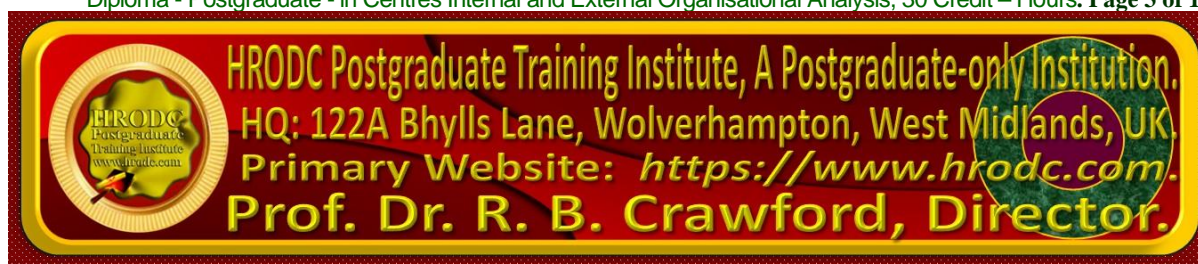
General Diploma: Access To Postgraduate.
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HRODC Postgraduate Training Institute, A Postgraduate-only Institution.
HQ: 122A Bhylls Lane, Wolverhampton, West Midlands, UK.
Primary Website: <https://www.hrodc.com>.
Prof. Dr. R. B. Crawford, Director.



- 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'.



- Chief Executives;
- Chief Executive Officers (CEOs);
- Corporate Directors;
- Divisional Heads;
- Vice Presidents;
- General Managers;
- Corporate Strategists;



- Business Development Directors;
- Chief Business Development Officer;
- Business Studies Lecturers;
- Business Consultants;
- Chief Financial Officers (CFOs);
- Chief Marketing Officer;
- Chief Operating Officers;
- Chief Product Officer;
- Production Superintendent;
- Product Engineers;
- Process Engineers;
- Chief Process Engineers;
- Organisational Development Specialists;
- Organisational Enhancement Officers;
- Collaborative Officers;
- All others who are desirous of gaining enhanced understanding of the pertinent issues associated with:
 - Organisational Efficiency and Effectiveness;
 - Micro Organisational Development;
 - Macro Organisational Development;
 - Internal Analysis;
 - External Organisational Analysis;
 - Organisational Strengths;
 - Organisational Weaknesses;
 - Internal Growth Strategy;
 - External Growth Strategy;
 - Internal or Organic Growth;
 - Market Penetration Strategy;
 - Market Development or Market Expansion Strategy;
 - Product or Service Expansion or Development Strategy, etc.
 - Diversification Strategy.

In-Venues Cost Includes:

- 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.

Students & Delegates are Treated To A Selection of Our Branded Complimentary Products, Including:

- 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.



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.**

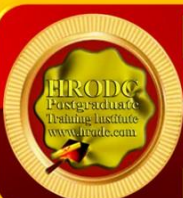
Other Locations, & Inhouse, on Request.



Internal and External Organisational Analysis.

Leading to:
Diploma – Postgraduate – in:
in Internal and External
Organisational Analysis
30 Credit-Hours.

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Postgraduate Course Objectives.

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

- Propose varying definitions of an organisation;
- Demonstrate an understanding of the bases of organisational typologies;
- Define, with examples, social organisations;
- Distinguish between business and non-business organisations;
- Define objectives, generally;
- Distinguish between primary and secondary objectives;
- Distinguish between business objectives and social objectives;
- Exhibit the extent to which social objectives enhance business objectives;
- Demonstrate an understanding of the objective hierarchy;
- Demonstrate their understanding of the relationship between organisational tasks and objectives;
- Explore the bases for 'division of work/ labour' in organisations and their relation to organisational effectiveness;
- View the process of delegation in relation to 'leasing';
- Outline the value of delegation to the 'delegate';
- Highlight the developmental opportunities that delegation provides for subordinates;
- Exhibit a heightened knowledge of the support that managers should provide to 'delegates', to enhance the performance of their roles;
- Provide advice to managers on the extent to which delegation should relate to the 'informal management succession';
- Explain the degree to which a formal management succession chart can enhance the effectiveness of the process of delegation;
- Outline the importance of individual readiness in the success of the delegation process;
- Suggest effective means by which internal promotion should be handled;

Diploma - Postgraduate - in Centres Internal and External Organisational Analysis, 30 Credit – Hours. Page 8 of 18

- Demonstrate an understanding of the issue of 'responsibility' and how it translates in superior subordinate relationships in organisations;
- Provide a working definition of accountability;
- Explain the issue of accountability, in relation to the organisational hierarchy;
- Distinguish between internal and external organisational accountability;
- Define accountability in relation to the control and allocation of resources, internally and externally;
- Address the extent to which external organisational accountability affect internal organisational dynamics;
- Explain the way in which the organisation is accountable to its owners (partners, shareholders) or sponsors and the negative implications that they can yield if their expectations are not met;
- Exhibit a heightened understanding of the ways in which the organisation is accountable to its clients/users and customers, their expectations, and the effort the organisation can make to meet their expectations, so as to avoid negative consequences of any deficiency;
- Provide the rationale for the organisation's accountability to its creditors, their expectations, possible negative consequences for non-compliance, and the steps that a company should take to adhere to them;
- Provide real examples of the relationship that an organisation has with its sector or industry, the requirements to adhere to codes of practice and the 'business case' for their adherence to established expectations;
- Explain the different statutory agencies to which an organisation is accountable, providing advice regarding how the organisation can benefit from co-operating with them, in relation to their requirement and expectations;
- Define authority generally but also with specific relation to superior-subordinate relationship;
- Expound the facet of authority, providing practical examples;
- Explain how the second facet of authority might be enhanced and the responsibility that managers have to their subordinates, in relation to their organisational positions and roles;
- Explain traditional authority and how it translates to organisational relationships;

- Demonstrate their understanding of legitimate authority and how managers can provide help to their subordinates, in this regard;
- Offer advice to managers regarding the aversion or reduction of conflict the 'Legal-Professional Authority' mix pose, so as to enhance organisational effectiveness;
- Demonstrate an understanding of the concept of power and how it might be applied for the benefit of the organisation;
- Identify sources of power in organisation and their implications for effective management and organisational control;
- Exhibit an understanding of the different power centres that exist in an organisation and, their legitimacy and effect on organisational stability and flexibility to respond effectively to a crisis;
- Illustrate the symbiotic relationship between power and authority, in relation to 'managerial leaders' in the performance of their organisational roles.



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. An Organisation In Context: Conceptual and Contextual Explorations.

Part 2. Conceptualising and Contextualising Power and Authority in Organisations.

Part 3: The Role Set: Conceptual Explorations

Part 4: Contextualising The Organisational Role Set.

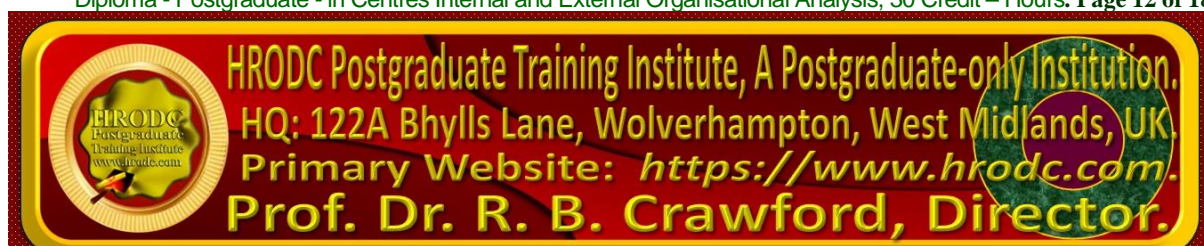
Part 5. Accountability and Its Intraorganizational Internal Implications.

Part 6. External Organisational Accountability: A Survival Imperative.



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](#)

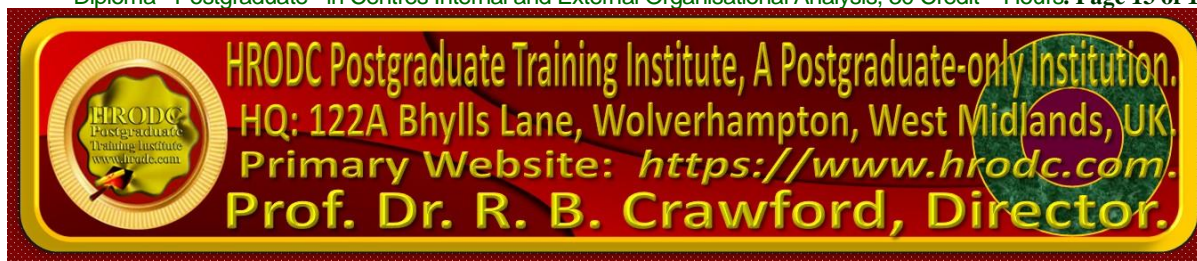


Credit-Hours and Credit-Values, in Diploma – Postgraduate - Award

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 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’**.

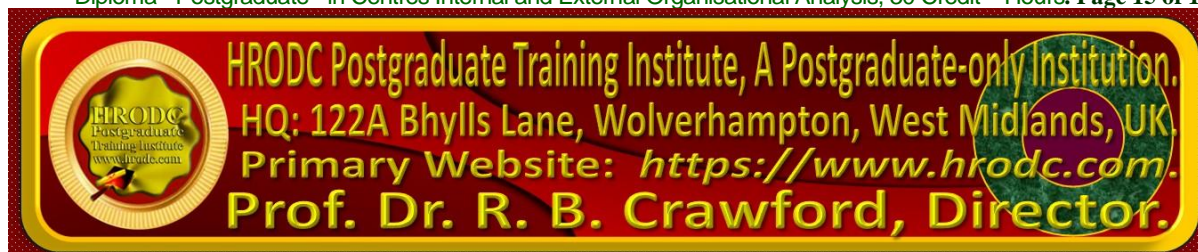


Applicants for Diploma – Postgraduate; Postgraduate Certificate; and Postgraduate Diploma are required to submit the following documents:

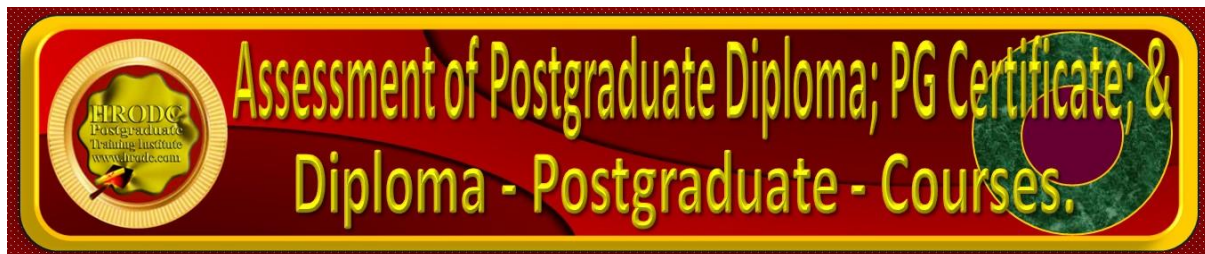
- Completed Postgraduate Application Form, including a passport sized picture affixed to the appropriate section;
- A copy of Issue and Photo (bio data) page/s of the applicant's current valid passport or copy of 'Photo-embedded' National Identity Card;
- Copies of credentials stated in the Application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

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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.

