

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#055

**The Dynamic Functions
of Management**

Postgraduate Short Course

Leading To:

DIPLOMA - POSTGRADUATE IN

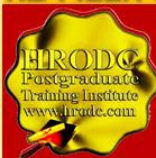
Functions of Management, 36 Credit-Hours

Accumulating to A

**Postgraduate Certificate, With 144 Additional Credit-
Hours, or A**

**Postgraduate Diploma, With 324 Additional
Credit-Hours**

HRODC Postgraduate Training Institute
HQ : 122A Bhylls Lane, Castlecroft, Wolverhampton, West Midlands WV3 8DZ, UK



Prof. Dr. Ronald B. Crawford - Director

PhD (Uni London); M. Ed. M (Bristol); PGCIS (UWL); Adv. Dip. Sc. Ed (Bristol); Dip. Doc.
Res. (Uni Wlv); F.I.M.S.; HR. S. (I.M.S.); Exec. M. AOM; M. AAM; M.I.S.G.S.; M.S.C.O.S.;
M. RG. C.



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Websites:
<https://www.hrodc.com/>
<https://www.hrodc.london>
[postgraduateshortcourses.com/](https://www.postgraduateshortcourses.com/)

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HRODC Postgraduate Training Institute, A Postgraduate-Only Institution
Our UK Government's Verification and Registration

Our Institute is Verified by, and Registered with, the United Kingdom (UK) Register of Learning Providers (UKRLP), of the Department for Education (DfE). Its UK Provider Reference Number (UKPRN) is: 10019585 and might be located at: <https://www.ukrlp.co.uk/>.

Course Coordinator:

Prof. Dr. R. B. Crawford is the Director of HRODC Postgraduate Training Institute, A Postgraduate-Only Institution. He has the following Qualifications and Affiliations:

- 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);



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- 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

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For Whom This Course is Designed

This Course is Designed For:

- Consultants;
- Senior Managers,
- Middle Managers;
- Junior Managers;
- Internal Change Agents;
- External Change Agents;
- Those desirous of managing the change process effectively;
- All Management Aspirants;
- Lecturers.

Classroom-Based Duration and Cost:

Classroom-Based Duration:	6 Days
Classroom-Based Cost:	£6,000.00 Per Delegate

Online (Video-Enhanced) Duration and Cost

Online Duration:	12 Days – 3 Hours Per Day
Online Cost:	£4,020.00 Per Delegate

Classroom-Based 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:

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

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


Delivery Locations:

- 1. Central London, UK;**
- 2. Dubai, UAE;**
- 3. Kuala Lumpur, Malaysia;**
- 4. Amsterdam, The Netherlands;**
- 5. Brussels, Belgium;**
- 6. Paris, France; and**
- 7. Durban, South Africa;**
- 8. Other International Locations, on request.**

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The Dynamic Functions of Management Course

Leading to Diploma – Postgraduate – in Functions of Management and 36 Credit-Hours, Accumulating to a Postgraduate Certificate, with 144 Additional Credit-Hours, or a Postgraduate Diploma, with 324 Additional Credit-Hours

Course Objectives

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

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- Accurately profile managers at different organisational levels;
- Address key issues in The Management of Quality.
- Apply the 'equity' theory to work situation from a 'differentiation perspective', rather than an 'equality perspective';
- Appropriately define organisational structure;
- Classify plans;
- Critically appraise existing motivation strategy within their organisations, identifying and addressing gaps;
- Define planning;
- Demonstrate an awareness of the fundamental issues associated with Organisational design and their implications for effective organisational functioning;
- Demonstrate an awareness of the relationship between organisational structure and leadership, on the one hand, and organisational flexibility, on the other;
- Demonstrate an exceptional ability in planning organisational crucial activities;
- Demonstrate an understanding of the concept of motives and their value in organisational and subsystem effectiveness;
- Demonstrate an understanding of the relationship between span of management/control and effective supervision;

- Demonstrate how popular motivation theories have contributed to our understanding of worker behaviour;
- Demonstrate the need to balance the 'individualist' and 'collectivist' perspectives in their application to motivation;
- Demonstrate their ability to encourage the type of superior-subordinate relationship that will be conducive to organisational success;
- Demonstrate their appreciation of the need for a variance in intrinsic and extrinsic values if motivation;
- Demonstrate their understanding organisational structures and the implications that these have for collegial, and superior-subordinate relationships;
- Design an organisation adhering to the principles of horizontal and vertical relationship;
- Determine the issues involved in operational plan;
- Determine the underlying concepts of Strategic Planning;
- Differentiate between standing and single-use plan.
- Discuss the co-ordinating mechanism in a simple structure;
- Discuss the various components of operations management;
- Discuss, with confidence, the implications that particular organisational structures have for communication and leadership styles;
- Discuss, with confidence, the planning hierarchy;
- Distinguish a Tall from a Flat Organisational Structure;
- Distinguish between different organisational structures;
- Distinguish between fundamental types of structure;
- Distinguish between organismic and mechanistic structures;
- Distinguish between strategic planning and operational or business planning.
- Distinguish between the different sets of motivation theories, notably content, process and reinforcement;
- Distinguish between the different types of matrix structures;
- Draft a strategic plan for their organisation incorporating therein the key components.
- Draft an operational or business plan for their organisation.
- Establish the relationship between planning and organisational control.
- Evaluate the appropriateness of the application of particular theoretical aspects of motivation to specific situations;

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- Exhibit their knowledge of vertical and horizontal relationships and formal communication channels;
- Explain the approaches to organisational design;
- Explain the concept of informal plan.
- Explain the degree of decision-making and operational centralisation or decentralisation that persist in particular organisational structure and their implications for organisational effectiveness;
- Explain the mechanism whereby the organisational activities can be co-ordinated;
- Explain the relationship between worker autonomy and managerial control;
- Follow the common trends in the popular motivation theories;
- Formulate a comprehensive motivation strategy;
- Formulate a workable motivation strategy;
- Identify an organisational structure from verbal description;
- Identify horizontal relationships in organisational design;
- Identify the various contingency factors in planning to prepare their organisation for any unforeseen or unexpected circumstances;
- Illustrate communication channels in an organisational chart;
- Illustrate how the contingency approach to motivation might be applied to different situations;
- Illustrate lines of authority in an organisational chart;
- Illustrate the effect of organisational structure on communication within an organisation;
- Illustrate the strategic planning process.
- Illustrate their ability to design an appropriate organisational structure that takes account of contingent internal and external environmental factors;
- Indicate the importance of vertical and horizontal relationships in organisational design;
- Indicate the part that training and development play in worker motivation;
- Demonstrate an understanding of the characteristics of planning.
- Demonstrate an understanding of the concept of, and prepare a tactical plan for their organisation.
- Demonstrate an understanding of the different purposes of planning.
- Demonstrate an understanding of the right period for doing strategic planning.

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- Locate performance related pay, productivity bonuses and other remuneration inducement within existing motivation theory;
- Manage the motivation process, taking account of the differences in preferences and expectation of workers;
- Manage the process of motivation, taking account of socio cultural and economic differences;
- Match the organisational design approach with the level of development of the organisation;
- Name the fundamental organisational structures and their variations;
- Outline the planning hierarchy in reference to their own organisations;
- Outline, with examples, Mintzberg's 'Bases of Co-ordinating';
- Outline, with examples, the planning process, as it applies to different organisational levels;
- Prepare a plan incorporating all the necessary requirements;
- Propose the desirable level of specialisation that might apply to particular organisational types and settings;
- Provide examples of different bases of divisional structure;
- Provide the bases for structural contingencies;
- Recommend the most appropriate structure for an organisation, taking contingent factors into account;
- Show the vertical relationships in an organisational chart;
- Suggest the approaches which might be adopted in designing an organisation;
- Translate motivation theory into practice;
- 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;
- Undertake tests to check the quality of their organisation's strategic plan;
- Use the different strategic planning tools in preparing their organisation's strategic plan.

Course Contents, Concepts and Issues

Part 1: Stage-Setting for Managerial Function

- The Universality of Management Roles;
- Profiling Managers at Different Organisational Levels;
- Deconstructing the Acronym 'PODCC';
 - Planning;
 - Organising;
 - Directing;
 - Controlling;
 - Co-ordinating.
- Co-ordinating Mechanism: Exploring Mintzberg's Portrayal of Co-ordination
 - Mutual Adjustment - With Informal Communication;
 - Direct Supervision;
 - Standardisation of Work Process;
 - Standardisation of Input - Skills, Knowledge and Attitudes;
 - Standardisation of Output;

Part 2: The Planning Function: Types of Plans and Key Issues in Planning (1)

- Organisational Inception and Formalisation;
- Planning, Defined
- Requirements of Planning
- Planning Characteristics
- Informal Plans
- Purpose of Planning
- Planning Misconceptions
- Planning Variations:

- According to Breath or Coverage
- According to Time Frame
- According to Specificity
- According to Frequency
- Planning Contingency
- Steps in Planning
- Planning and Organisational Control
- Planning in Operations Management
- Planning as the Link-Pin in Organisational Management: Establishing the Parameters for:
 - Organising
 - Directing
 - Co-ordinating
 - Controlling

Part 3: The Planning Function: Types of Plans and Key Issues in Planning (2)

- Pertinent Planning Concepts
- Key Planning Components
- Strategic Planning Process
- Quality Tests for Strategic Plan
- Timing Strategic Plans
- Operational Plan as Business Plan
- Standing Plan
- Single-use Plan
- Operational Planning Issues: Perfecting the Business Plan
- Operational, Production or Manufacturing Capabilities;
- Cash flow Forecast
- Liquidity Ratio
- Facilities
- Inventory and Inventory Control

- Material Requirements Planning (MRP) VS Just-In-Time (JIT) Operation
- Distribution, 'Facilitation' and Relationship Management
- Maintenance or Service – Order Fulfilment and Client or Customer Service
- Strategic Planning vs. Operational/Business Planning
- Strategic Planning vs. Tactical Planning
- Strategic Planning Tools
- SWOT Analysis
- Balanced Scorecard
- Scenario Planning
- PESTEL Analysis

Part 4: Organising as a Basis for Operational Effectiveness

- 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
 - 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: Directing or Leading: Boosting Performance and Productivity

- Directing or Leading: Setting The Stage;
- The Conceptual Bases of Motivation;
- Theoretical Bases of Motivation: An Overview;
- Distinguishing Between Knowledge and Skills;
- Competence and Performance: A Conceptual Exploration;
- Is there a Definitive Relationship between Competence and Motivation?.

Part 6: Motivation Theories and Their Protagonists (1)

- Directing or Leading: Setting The Stage;
- Content Theories and Some of Their Contributors;
- Maslow's Hierarchy of Needs;
- Analysis of Maslow's Claims;
- McClelland's Studies;
- Taylor: Money and Motivation;
- Motivator-Hygiene Factor: Herzberg's Contribution.

Part 7: Motivation Theories and Their Protagonists (2)

- Process Theories;
- Equity Theory;
- Goal-Setting Theory;
- Expectancy Theory;
- Equitable Reward Systems;
- Reinforcement Theories.

Part 8: Controlling as a Function: Organisational Control Mechanism

- Organisational Control;
- Organisational Control Systems;
- Operational Control;
- Loading;
- Sequencing;
- Detailed Scheduling;
- Other control mechanism includes:
 - Inventory control;
 - Cost control.
- Relationship Between Strategic Management and Resource Management;
- Conflict Between Corporate and Operational Management in Relation to Resource Utilisation.

Postgraduate Diploma, Postgraduate Certificate, and Diploma – Postgraduate - Short Course Regulation


Postgraduate Certificate, 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 Certificate and Postgraduate Diploma. Postgraduate Certificate and Postgraduate Diploma represent Programmes of Study, leading to Awards bearing their title prefixes. While we, refer to our short studies, of 5 days to five weeks, as 'Courses', those with duration of 6 weeks and more are labelled 'Programmes'. Nevertheless, in line with popular usage, we often refer to all study durations 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.

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Courses are of varying Credit-Values; some being Single-Credit, Double-Credit, Triple-Credit, Quad-Credit, 5-Credit, etc. These short courses accumulate to Postgraduate Certificate, with a total of 180 Credit-Hours (= 6 X 5-Day Courses or 3 X 10-Day Courses), or Postgraduate Diploma, with a total of 360 Credit-Hours (= 12 X 5-Day Courses or 6 X 10-Day Courses).

Delegates studying courses of 5-7 days' duration, equivalent to 30-42 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 Certificate, 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, Postgraduate Certificate, or Postgraduate Diploma, as appropriate.


In the case of Diploma – Postgraduate, a minimum of 70% overall pass is expected. In order 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.

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Diploma – Postgraduate, Postgraduate Certificate, and Postgraduate Diploma Application Requirements

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 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.

Modes of Study and Duration of Postgraduate Certificate and Postgraduate Diploma Programmes

There are two delivery formats for Postgraduate Certificate and Postgraduate Diploma Programmes, as follows:

1. Intensive Full-time (Classroom-Based) Mode, lasting 3 months for Postgraduate Diploma, and 6 weeks for Postgraduate Certificate. These durations are based on six hours' lecturer-contact per day, five days (30 hours) per week, for Postgraduate Diploma;
2. Video-Enhanced On-Line Mode. This interactive online mode lasts twenty (20) weeks, for Postgraduate Diploma, and ten (10) weeks for Postgraduate Certificate. Our calculation is based on three hours per day, six days per week.

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

Introducing Our Video-Enhanced Online Study Mode


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, 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 an increasing number of Specialist Postgraduate Certificate and Postgraduate Diploma Programmes. You might also accumulate Postgraduate Short Courses, via this mode of study, over a 6-year period, towards a Postgraduate Certificate or Postgraduate Diploma.

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Key Features of Our Online Study: Video-Enhanced Online Mode

- 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 similar classroom-based courses;
- 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.


10-Week Video-Enhanced Online Postgraduate Certificate and 20-Week Video-Enhanced Online Postgraduate Diploma

You might study an Online Postgraduate Certificate or Online Postgraduate Diploma, in 10 and 20 weeks, respectively, in the comfort of your office or homes, through HRODC Postgraduate Training Institute's Video-Enhanced Online Delivery. We will deliver the 180 Credit-Hours and 360 Credit-Hours, in line with our regulation, through 'Direct-Lecturer-Contact', within the stipulated timeframe. 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.

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Cumulative Postgraduate Certificate and Postgraduate Diploma Courses

All short courses can accumulate to the required number of Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, over a six-year period from 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 one or two credits be attempted each year. This will ensure that the required 180 Credit-Hours and 360 Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, respectively, are achieved, within the designated period. These Credit-Values, awards and their accumulation are exemplified below.

Examples of Postgraduate Course Credits: Their Value, Award Prefix & Suffix – Based on 5-Day Multiples		
Credit Value	Credit Hours	Award Title Prefix (& Suffix)
Single-Credit	30-54	Diploma - Postgraduate
Double-Credit	60-84	Diploma – Postgraduate (Double-Credit)
Triple-Credit	90-114	Diploma – Postgraduate (Triple-Credit)
Quad-Credit	120-144	Diploma – Postgraduate (Quad-Credit)
5-Credit	150-174	Diploma – Postgraduate (5-Credit)
6-Credit	180-204	Postgraduate Certificate
7-Credit	210-234	Postgraduate Certificate (+ 1 Credit)

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Examples of Postgraduate Course Credits: Their Value, Award Prefix & Suffix – Based on 5-Day Multiples		
Credit Value	Credit Hours	Award Title Prefix (& Suffix)
8-Credit	240-264	Postgraduate Certificate (+2 Credits)
9-Credit	270-294	Postgraduate Certificate (+3 Credits)
10-Credit	300-324	Postgraduate Certificate (+ 4 Credits)
11-Credit	330-354	Postgraduate Certificate (+5 Credits)
12-Credit	360	Postgraduate Diploma
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		

Exemplification of Accumulated Postgraduate Certificate and Postgraduate Diploma Award Titles


All Specialist Postgraduate Certificate and 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 exemplified below:

- 1. Postgraduate Diploma in Accounting and Finance;**
- 2. Postgraduate Certificate in Accounting and Finance;**
- 3. Postgraduate Certificate in Aviation Management;**
- 4. Postgraduate Diploma in Aviation Management;**
- 5. Postgraduate Certificate in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
- 6. Postgraduate Diploma in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
- 7. Postgraduate Certificate in Business Communication;**

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8. **Postgraduate Diploma in Business Communication;**
9. **Postgraduate Certificate in Corporate Governance;**
10. **Postgraduate Diploma in Corporate Governance;**
11. **Postgraduate Certificate in Costing and Budgeting;**
12. **Postgraduate Diploma in Costing and Budgeting;**
13. **Postgraduate Certificate in Client or Customer Relations;**
14. **Postgraduate Diploma in Client or Customer Relations;**
15. **Postgraduate Certificate in Engineering and Technical Skills;**
16. **Postgraduate Diploma in Engineering and Technical Skills;**
17. **Postgraduate Certificate in Events Management;**
18. **Postgraduate Diploma in Events Management;**
19. **Postgraduate Certificate in Health and Safety Management;**
20. **Postgraduate Diploma in Health and Safety Management;**
21. **Postgraduate Certificate in Health Care Management;**
22. **Postgraduate Diploma in Health Care Management;**
23. **Postgraduate Certificate in Human Resource Development;**
24. **Postgraduate Diploma in Human Resource Development;**
25. **Postgraduate Certificate in Human Resource Management;**
26. **Postgraduate Diploma in Human Resource Management;**
27. **Postgraduate Certificate in Information and Communications Technology (ICT);**
28. **Postgraduate Diploma in Information and Communications Technology (ICT);**
29. **Postgraduate Certificate in Leadership Skills;**
30. **Postgraduate Diploma in Leadership Skills;**
31. **Postgraduate Certificate in Law – International and National;**
32. **Postgraduate Diploma in Law – International and National;**
33. **Postgraduate Certificate in Logistics and Supply Chain Management;**
34. **Postgraduate Diploma in Logistics and Supply Chain Management;**
35. **Postgraduate Certificate in Management Skills;**

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36. **Postgraduate Diploma in Management Skills;**
37. **Postgraduate Certificate in Maritime Studies;**
38. **Postgraduate Diploma in Maritime Studies;**
39. **Postgraduate Certificate in Oil and Gas Operation;**
40. **Postgraduate Diploma in Oil and Gas Operation;**
41. **Postgraduate Certificate in Oil and Gas Accounting;**
42. **Postgraduate Diploma in Oil and Gas Accounting;**
43. **Postgraduate Certificate in Politics and Economic Development;**
44. **Postgraduate Diploma in Politics and Economic Development;**
45. **Postgraduate Certificate in Procurement Management;**
46. **Postgraduate Diploma in Procurement Management;**
47. **Postgraduate Certificate in Project Management;**
48. **Postgraduate Diploma in Project Management;**
49. **Postgraduate Certificate in Public Administration;**
50. **Postgraduate Diploma in Public Administration;**
51. **Postgraduate Certificate in Quality Management;**
52. **Postgraduate Diploma in Quality Management;**
53. **Postgraduate Certificate in Real Estate Management;**
54. **Postgraduate Diploma in Real Estate Management;**
55. **Postgraduate Certificate in Research Methods;**
56. **Postgraduate Diploma in Research Methods;**
57. **Postgraduate Certificate in Risk Management;**
58. **Postgraduate Diploma in Risk Management;**
59. **Postgraduate Certificate in Sales and Marketing;**
60. **Postgraduate Diploma in Sales and Marketing;**
61. **Postgraduate Certificate in Travel, Tourism and International Relations;**
62. **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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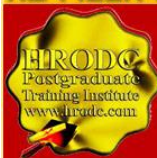
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