

# HRODC Postgraduate Training Institute



**A Postgraduate - Only Institution**



**#273**

**Online Organisational Effectiveness Enhancement Strategy in a VUCA Environment: Employing OD, AI, ML, DL, Robotics and SW, OT, PESTEL Analyses**

**Postgraduate Short Course**

**Leading To:**

**DIPLOMA - POSTGRADUATE IN**

**Organisational Effectiveness Enhancement Strategy Development and Implementation, Double-Credit = 60 Credit-Hours**

**Accumulating to A**

**Postgraduate Certificate, With 120 Additional Credit-Hours, or A**

**POSTGRADUATE DIPLOMA**

**With 300 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.hrodclondon.com/>  
[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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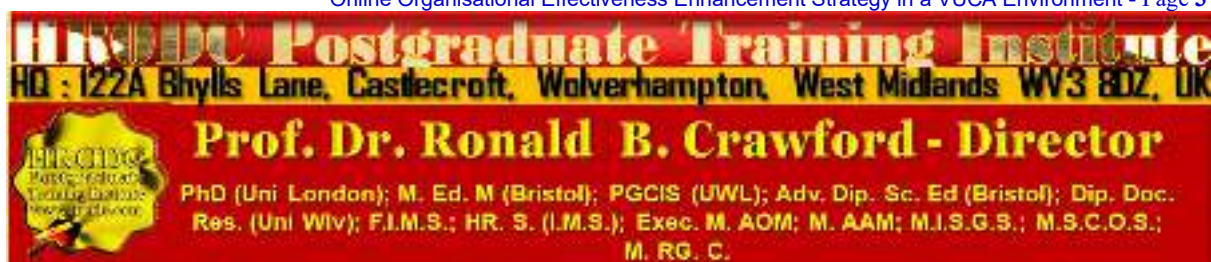
- Teaching Certificate;
- Fellow of the Institute of Management Specialists;
- Human Resources Specialist, of the Institute of Management Specialists;
- Member of the Asian Academy of Management (MAAM);
- Member of the International Society of Gesture Studies (MISGS);
- Member of the Standing Council 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:

- Human Resource Professionals;
- Human Resource Directors;
- Human Resource Managers;
- 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;

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- Macro Organisational Development;
- Internal Analysis;
- External Organisational Analysis;
- Organisational Strengths;
- Organisational Weaknesses;
- Internal Growth Strategy;
- External Growth Strategy;
- Internal or Organic Growth.

## Selected Subsidised Online (Video-Enhanced Online) Courses, During COVID-19 (Coronavirus) Pandemic.

### Online (Video-Enhanced) Duration and Subsidised Cost

<b>Online Duration:</b>	<b>20 Days @ 3 Hours Per Day</b>
<b>Subsidised Cost:</b>	<b>£3,600.00.00 Per Delegate</b>

## Video-Enhanced Online Training Needs Analysis:

### Determining Training Needs Course

### Leading to Diploma-Postgraduate in Training Needs Analysis

Our Video-Enhanced Online Mode of delivery of this course is the same as being in a classroom – but virtually.


- This Video-Enhanced Online mode of delivery is Revolutionary and currently unique to HRODC Postgraduate Training Institute.
- The tutor will meet the group on Video and present the course, in the same way as though in a classroom.
- Where there is more than one participant, they will be able to see and interact with each other, and with the tutor.
- They will watch and discuss the various video cases and demonstration videos that form an integral part of our courses.
- Assessment is structured in the same way as it is done in a classroom setting.

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- The Video-Enhanced Online mode of training usually starts on the 1<sup>st</sup> of each month, with the cut-off date being the 20<sup>th</sup> of the previous month. This cut-off date means that Admission should have been granted and fee payment received;
- It will last twice as long as the classroom-based deliveries. 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, meeting the Institute's required 30 Credit-Hours.

**Online Organisational Effectiveness Enhancement Strategy in a VUCA Environment: Employing OD, AI, ML, DL, Robotics and SW, OT, PESTEL Analyses, Postgraduate Short Course**

**Leading to Diploma – Postgraduate – in Organisational Effectiveness Enhancement Strategy Development and Implementation Double-Credit and 60 Credit-Hours, Accumulating to a Postgraduate Certificate, with 120 Additional Credit-Hours, or a Postgraduate Diploma, with 300 Additional Credit-Hours**

**Course Objectives**


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

- Address the most crucial future challenges faced by large organisations;
- Advise of at least two Salient Issues of Organisational Change Management;
- Align their Organisation's Strengths with Its Strategic and Operational Plans.
- Analyse the use of Robotics in maintaining Security;
- Analysing Empirical Research Findings relating to factors in workforce management that might contribute to Enhanced Organisational Effectiveness;
- Assess their Organisation's Strengths;
- Chart the Future of Human Workforce and The Role of Human Resource Management in the deployment of Artificial Intelligence, as an integrating force;
- Conceptualise and Contextualise Organisational Flexibility and its place in the enhancement of Organisational Effectiveness;
- Conduct a Human Resource Audit;


**HVVU Postgraduate Training Institute**  
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- Conduct an Individual Training Needs Analysis.
- Contextualise Change Acceleration;
- Contextualise Machine Learning and Deep Learning;
- Contextualise Strengths and Weaknesses (SW), and their Organisational Benefits, and Implications, Respectively
- Lead conversation with respect to the Salient Issues of Organisational Change Management;
- Debate the current and future problems faced by Energy Companies;
- Debate the Investment in Artificial Intelligence vs Human Capital;
- Deduce, from Empirical Research Findings, the prevailing working pattern and worker expectations that are associated with Virtual Working;
- Demonstrate a heightened understanding of the challenges that large Organisations face in the prevailing and future environments;
- Demonstrate an Awareness of the pitfalls of Change Acceleration, in relation to its negative impact on Organisational Effectiveness and its potential Human Casualties;
- Demonstrate their ability to conduct a Training Needs Analysis;
- Demonstrate their ability to conduct an Organisation's Internal Analysis: determining Its Strengths and Weaknesses (SW);
- Describe at least three Organisational Facilities, and Settings for Flexible Working;
- Design an effective HR Deployment Chart
- Determine an Organisation's Weaknesses;
- Determine, from Empirical Research Findings, the Perceived Value of Virtual Working;
- Deduce, from prevailing Empirical Findings, the salient factors that are likely to enhance worker satisfaction and improved Organisational Effectiveness;
- Differentiate between Numerical Flexibility, Functional Flexibility and Spatial Flexibility;
- Distinguish between Organisational Flexibility, Workforce Flexibility and Flexible Working;
- Distinguish between Organisational Training Needs and Departmental Training Needs Analysis;
- Distinguish between Workforce Flexibility and Flexible Working;
- Elucidate the organisational benefits that might be derived from Virtual Working;
- Elucidate the Process and System Changes that are necessary to facilitate Workforce Flexibility;




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- Elucidate the role of Machine Learning in improving Artificial Intelligence;
- Exemplify 'Resonation';
- Exhibit a heightened awareness of the major problems that Electricity Generation and Distribution Companies Face, currently, and are likely to face in the future;
- Explain the relationship between Artificial Intelligence (AI), Machine Learning, Deep Learning, and Robotics;
- Explain the role of Algorithm in Machine Learning and Artificial Intelligence;
- Explicate the rationale for Core and Peripheral Workforces, respectively;
- Explore the meaning, origin and context of the acronym VUCA;
- Explore the use of Robotics and Automation in an Industrial Setting;
- Expound the distinction between Contractors, Workers and Employees, within the United Kingdom's Legal Context;
- Highlight some Cyber Security Challenges in technology utilisation;
- Identify at least one key challenge that their organisation currently experience or are likely to face in the future;
- Identify at least two major problems that Electricity Generation and Distribution Companies face, currently, and are likely to face in the future;
- Illuminate the contexts within which Associateships and Zero-Hours Employees might be utilised;
- Illustrate the importance and constituents of a Strategic Operational Review;
- Illustrate the importance of Machine Learning in the Enhancement of Artificial Intelligence;
- Indicate how Artificial Intelligence might be employed in Human Resource Management;
- Indicate how Human Resource can provide Operational Support to stabilize an organisation, during Environmental Turbulence;
- Indicate the Economic Benefits of Robotics;
- Indicate the relationship between Flexible Working and Work-Life Balance;
- Indicate the value of Human Resource Business Support for Project Enhancement and Sustainability;
- Distinguish between Machine Learning and Deep Learning;
- Make a proposal with respect to eliminating an organisation's weaknesses or concede 'Exposure' Avoidance;



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- Narrate at least three generalised Flexible Working Facilities;
- Outline at least two Challenges to the continued survival of State-owned Enterprises;
- Outline at least two current and future problems faced by Energy Companies;
- Outline the importance of Human Resource Operational Support in a Turbulent Environment;
- Outline two Salient Issues of Organisational Change Management;
- Propose measures that Human Resource Personnel might implement to reduce and avert 'Resonation' at Corporate, Business and Operational Levels of their organisation;
- Propose the type and level of Human Resource Business Support that is needed to foster Project Enhancement and Sustainability;
- Provide at least two examples of Industrial Robotics at Work;
- Rank Human Resource Strategic Support as a Survival Imperative;
- Rationalise the facilitation of Technology-Enhanced Flexible Working;
- Rationalise the use of Robotics in Industries;
- Specify the major challenges to the continued survival of State-owned enterprises;
- Subscribe to the notion that Human Resource Strategic Support is a Survival Imperative for an organisation;
- Subscribe to the notion that Organisational Effectiveness is a 'Survival Imperative' in a VUCA Environment;
- Suggest the implications for VUCA for Organisational Survival and Sustainability;
- Suggest some practical uses of Artificial Intelligence in Industries;
- Suggest the ways in which Robotics might be used in the Promotion of Human Safety and Health;
- Suggest ways by which an organisation might encourage, create and manage Intellectual Capital;

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## The Organisation's External Uncontrollable Environment



- Conduct an External Environmental Analysis of their Organisation, highlighting the most lucrative Opportunities available to it and the most serious Threats that it faces;
- Conduct an External Organisational Analysis to determine the Threats Posed, and Opportunities Presented, by at least three Prevailing or Anticipated PESTEL Factors
- Demonstrate their ability to Analyse the Political Context, indicating how particular elements might, negatively, affect their Organisation, as it currently operates;
- Determine the key aspects of an External Organisational Analysis;
- Determine the problem that Economic Exposure might pose for Subsidized State-Owned Corporations;
- Exemplify at least three external organisational uncontrollable contexts;
- Explain the implications of Translation Exposure on their Organisation's Balance Sheet;

- Formulate a Strategy whereby their Organisation might Exploit Economic Exposure to make cash savings on purchases of Capital Equipment and sale of its Products and services;
- List and explain at least five elements of the Social Context that directly affect their organisation's continued operation;
- Name at least three elements of the Political Context;
- Outline the desirability of a Political, Economic, Social, Technological, Ecological and Legal (PESTEL) Analysis;
- Propose how their Organisation might enhance its effectiveness, with the embracing of available technology;
- Provide at least three bases within the Ecological Context that directly relate to their Organisation's Operation, the Opportunities or Threats that they pose and how they might be Exploited or Circumvented;
- Specify at least four constituents of the Economic Context;
- Suggest how Interest Rates might provide Investment Opportunity for their Organisation, or boost its Cashflow;
- The components of the Legal Context that relate to their Organisation's Expansion Prospect and how they might be Exploited or Circumvented;
- Maintaining and surpassing strength levels.

## Course Contents, Concepts and Issues

### Part 1: Key Challenges To an Organisation's Continued Survival

- Future challenges faced by large organisations;
- Challenges to the continued survival of State-owned Enterprises;
- Current and future problems faced by Energy Companies;
- Major problems that Electricity Generation and Distribution Companies face, currently, and are likely to face in the future;

## Part 2: Contextualising Strengths and Weaknesses (SW), and their Organisational Benefits, and Implications, Respectively.

- Conducting an Organisation's Internal Analysis: Determining Its Strengths and Weaknesses (SW);
- Assessing Organisational Strengths;
- Determining an Organisation's Weaknesses;
- Eliminating Organisational Weaknesses;
- When to concede 'Exposure' Avoidance;
- Aligning Organisational Strengths with Its Strategic and Operational Plans;
- Exploiting Opportunities, with available Strengths.

## Part 3 - External Organisational Analysis (Opportunities and Threats): Contextualising Political, Economic, Social, Technological, Ecological (PESTEL) Factors (1)

### The Organisation's External Uncontrollable Environment



Online Organisational Effectiveness Enhancement Strategy in a VUCA Environment - Page 12 of 28

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### **Political Context:**

- Bilateral Trade Agreements;
- Multilateral Agreements;
- Wage Regulations;
- Equality and anti-discriminatory Act;
- Disability Rights Act;
- Equal Opportunity Act;
- Sex Discrimination Act;
- Sex Discrimination or Related Act;
- Gender Reassignment or Similar Act;
- Other Employment Related Acts.

### **Economic Context:**

- Economic Exposure;
- Transaction Exposure;
- Translation Exposure;
- Rulings by Regulatory Authorities;
- Investment Boards;
- Competition Commission;
- Trading Regulation;
- Foreign Exchange;
- Interest Rates;
- Availability of Funding.



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## Part 4: External Organisational Analysis (Opportunities and Threats): Contextualising Political, Economic, Social, Technological, Ecological (PESTEL) Factors (2)

### Social Context:

- General Social Context;
- Urban-Suburban Preference;
- Social Mobility;
- Geographic Mobility;
- Skills Levels;
- Demographic Factors;
- Age Range of Population;
- Gender Mix of Population;
- Ethnic Mix;
- Vogue;
- Behavioural Patterns;
- Changing Expectations;
- FADS; and
- Social/Ecological Sensitivity.

### Technological Context:

- E-Commerce its impact on Client/ Customer Relationship Management (CRM);
- Development and use of technology;
- Affordability of technology;
- Web-based recruitment;
- E-Selection;
- Web-based selection;
- Video-conferencing;
- Web-conferencing.

## Part 5 - External Organisational Analysis (Opportunities and Threats): Contextualising Political, Economic, Social, Technological, Ecological (PESTEL) Factors (3)


### Ecological Context:

- Biodiversity of Ecosystems and their Protection,
- Client/ Customer Concern for Relevant Ecological Issues;
- Climatic Shifts impeding normal operation;
- Degradation, Deforestation and Depletion of Fisheries and other Natural Resources,
- Demand for Corporate Social Investment;
- Ecological Legislation;
- Ecosystem Services used In Business Processes;
- Emission Standards and Requirements;
- Environmental Sustainability Concerns;
- Flooding, Storms, and Other Natural Disasters Caused by Natural and Human Influences on Ecosystems;
- Government Policy towards Environmental Issues;
- Local Waste Regulation;
- Material scarcity, resultant to Ecological Issues;
- Mineral (Oil, Gas, Gold, etc.) Deposits;
- Natural Environmental Constraints;
- Quantity of Renewable Resources;
- Recycling regulation;
- Strategy Implementation vs Ethical Concerns;
- Water and Air Pollution and their effect on a company's operation;
- Water Quality needed for normal operation.

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## **Part 6 - External Organisational Analysis (Opportunities and Threats): Contextualising Political, Economic, Social, Technological, Ecological (PESTEL) Factors (4)**

### **Legal Context:**

- Competition Rules;
- Integration Rules;
- Employment Law;
- Indigenisation Rules;
- Trading Rules;
- Import and Export Laws;
- Bilateral Trade Agreements;
- Multilateral Agreements
- Employment Tribunal Rulings
- Wage Regulations;
- Equality and anti-discriminatory acts – e.g.
- Disability Rights Act
- Equal opportunity Act
- Sex Discrimination Act
- Sex Discrimination Reassignment;
- Other Employment Related Acts.

## **Part 7 - Contextualising and Strategizing For Enhanced Organisational Effectiveness in A VUCA Environment**

- Exploring the meaning, origin and context of the acronym VUCA;
- The Implications for VUCA for Organisational Survival and Sustainability;
- Organisational Effectiveness: A Survival Imperative in a VUCA Environment;
- Salient Issues in Organisational Development and Change Management;
- Change Acceleration;
- Contextualising Change Acceleration;
- The Issue of 'Resonation';



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- Combating 'Resonation' and its adverse effect;
- Encouraging, Creating and Managing Intellectual Capital;
- Human Resource Strategic Support as a Survival Imperative;
- Human Resource Operational Support in a Turbulent Environment;
- Human Resource Business Support for Project Enhancement and Sustainability;
- Employing Continued Training Needs Analysis;
  - Organisational Training Needs Analysis;
  - Departmental Training Needs Analysis;
  - Individual Training Needs Analysis.
- Conducting HR Audit;
- Effecting an HR Deployment Chart

## Working: Towards Enhanced Worker Satisfaction and Improved Organisational Effectiveness

- Flexibility or Work-Life Balance?
- Organisational Flexibility, Workforce Flexibility and Flexible Working: A Distinction;
- Workforce Flexibility: The Facilitation of Process and System Changes;
  - Numerical Flexibility;
  - Functional Flexibility;
  - Spatial Flexibility;
  - Core vs Peripheral Workforce;
  - Associateships;
  - Zero-Hours Employees;
  - Contractors, Workers or Employees: The UK Practice and legal Contexts.
- Organisational Flexibility;
- Rationale for Technology-Enhanced Flexible Working;
- Flexible Working: Emerging Trends and Facilities:
  - Cafés;
  - Homes;
  - Hotels;
  - Trains;
  - Aircrafts;

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- Cars;
- Motorway Stations.

## **Part 8 - Organisational Flexibility, Workforce Flexibility and Flexible Organisational Facilities, and Settings for Flexible Working:**

- Relay Stations;
- Commons;
- Caves;
- Cottaging;
- Guesting;
- Just-in-time Office;
- Tele village;

## **Part 9 - Working Pattern, Worker Expectations and Virtual Working: Analysing Empirical Research Findings Towards Enhanced Organisational Effectiveness**

- Employment Status and Preferred Working Pattern: An Empirical Research Analysis;
- Perception of Virtual Working and Productivity: Empirical Research Findings;
- Perceived Value of Virtual Working: Contextualising Research Findings;
- Virtual Working & Expectation From Employer: What Does Research Suggest?
- Effect of Working Hours on Personal Life: Analysing the Empirical Findings;
- The Research on Virtual Working and Employment Status;
- Preferred Working Pattern and Virtual Working preference;
- Working Hours and Virtual Working preferences: Research Findings
- Virtual Working, Part-Time Working and Career Prospect: Empirical Justification;
- Working hours and expectation from employer;
- Gender and Expectation from Employer;
- Marital Status and Expectation from Employer;
- Age and Expectation From Employer;
- Current Work Pattern and Freedom of Choice;
- Current Work Pattern and Opting For Facilities


## Part 10 - Artificial Intelligence (AI), Machine Learning, Deep Learning, and Robotics: Charting the Future of Our Human Workforce and The Role of Human Resource Management

- Conceptualising Artificial Intelligence;
- Machine Learning: A Conceptual Exposition;
- Machine Learning and Deep Learning: A Distinction;
- Algorithm and its function in technological development;
- Importance of Machine Learning in the Enhancement of Artificial Intelligence;
- Robotics and Automation;
- Exploring Robotics and Automation in an Industrial Setting;
- Rationale for the use of Robotics in Industries;
- Economic Benefits of Robotics;
- Industrial Robotics at Work;
- Using Robotics for the Promotion of Human Safety and Health;
- Robotics and Security;
- Contextualising Machine Learning and Deep Learning:
  - Inductive Logic Programming;
  - Clustering;
  - Bayesian Networks;
  - Learning Reinforcement;
- Practical Uses of Artificial Intelligence in Industries;
- Investment in Artificial Intelligence vs Human Capital;
- The Function of Artificial Intelligence in HRM
- Cyber Security Challenges.

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## 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.

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.



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## **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.

## **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.



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## 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.



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## 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.

## 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 1<sup>st</sup> of each month, with the cut-off date being the 20<sup>th</sup> 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;



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- 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.

## **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



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achieved, within the designated period. These Credit-Values, awards and their accumulation are exemplified below.

<b>Examples of Postgraduate Course Credits: Their Value, Award Prefix &amp; Suffix – Based on 5-Day Multiples</b>		
<b>Credit Value</b>	<b>Credit Hours</b>	<b>Award Title Prefix (&amp; Suffix)</b>
<b>Single-Credit</b>	<b>30-54</b>	<b>Diploma - Postgraduate</b>
<b>Double-Credit</b>	<b>60-84</b>	<b>Diploma – Postgraduate (Double-Credit)</b>
<b>Triple-Credit</b>	<b>90-114</b>	<b>Diploma – Postgraduate (Triple-Credit)</b>
<b>Quad-Credit</b>	<b>120-144</b>	<b>Diploma – Postgraduate (Quad-Credit)</b>
<b>5-Credit</b>	<b>150-174</b>	<b>Diploma – Postgraduate (5-Credit)</b>
<b>6-Credit</b>	<b>180-204</b>	<b>Postgraduate Certificate</b>
<b>7-Credit</b>	<b>210-234</b>	<b>Postgraduate Certificate (+ 1 Credit)</b>
<b>8-Credit</b>	<b>240-264</b>	<b>Postgraduate Certificate (+2 Credits)</b>
<b>9-Credit</b>	<b>270-294</b>	<b>Postgraduate Certificate (+3 Credits)</b>
<b>10-Credit</b>	<b>300-324</b>	<b>Postgraduate Certificate (+ 4 Credits)</b>
<b>11-Credit</b>	<b>330-354</b>	<b>Postgraduate Certificate (+5 Credits)</b>
<b>12-Credit</b>	<b>360</b>	<b>Postgraduate Diploma</b>
<b>360 Credit-Hours = Postgraduate Diploma</b>		
<b>12 X 5-Day Courses = 360 Credit-Hours = Postgraduate Diploma</b>		
<b>10 X 6-Day Courses = 360 Credit-Hours = Postgraduate Diploma</b>		

**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




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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;**
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;**




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- 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;**
- 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;**



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**55. Postgraduate Certificate n 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.

### **Service Contract, incorporating Terms and Conditions**

[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.

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