

# HIRODC Postgraduate Training Institute



**A Postgraduate - Only Institution**



**#056**

## **Online Training Needs Analysis: Determining Training Needs**

**Postgraduate Short Course**

**Leading To:**

**DIPLOMA - POSTGRADUATE IN**

**Training Needs Analysis = 36 Credit-Hours**

**Accumulating to A**

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

**POSTGRADUATE DIPLOMA**

**With 324 Additional Credit-Hours**

**HIRODC 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.



**HRODC POSTGRADUATE TRAINING INSTITUTE**  
*A Postgraduate – Only Institution*

**Websites:**  
<https://www.hrodc.com/>  
<https://www.hrodc.london.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 Managers;
- Human Resource Professionals;
- Employee Development Managers;
- Talent Management Officials;
- Line Managers;
- Training Managers;
- Training Coordinators and Administrators;
- Supervisors;
- Officers;
- Business owners;
- Those who would like to gain knowledge and understanding about the concept of Training Needs Analysis.

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


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

<b>Online Duration:</b>	<b>12 Days @ 3 Hours Per Day</b>
<b>Subsidised Cost:</b>	<b>£2,160.00 Per Delegate</b>

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**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.
- 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.
- The cost of the Video-Enhanced Online mode is 67% of the classroom-based course.
- For example, a 5-day classroom-based course, which costs Five Thousand Pounds, costs only Three Thousand Three Hundred and Fifty Pounds (£3,350.00) in Video-Enhanced Online Mode.

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## **Online Training Needs Analysis: Determining Training Needs Course**

**Leading to Diploma – Postgraduate – in Training Needs Analysis 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:

- Demonstrate a heightened understanding of the underlying notions of organisational development and establish how a successful training needs analysis can lead towards organisational development;
- Describe training in the aspect of macro and micro organisational development;
- Identify the rationale for and definition of Training Needs Analysis (TNA);
- Demonstrate a heightened understanding of how organisational training needs analysis, subsystem training needs analysis and individual training needs analysis are conducted;
- Enumerate the approaches, methods and techniques of TNA and discuss each;
- Distinguish among education, training and development as important organisation investment;
- Determine the organisation's opportunity costs in providing education, training and development among its employees;
- Establish the efficiency gains derived by an organisation out of education, training and development of its employees;
- Demonstrate their competence in the measurement of efficiency gains and suggest ways on how to improve efficiency gains;
- Ascertain how return on investment can be achieved to justify the funding for the employee's training;
- Explain the underlying concept of Investors in People (IIP);

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- Gather information and evidence from 'Investors-in-People';
- Calculate Return on Investment (ROI) from education, training and development;
- Describe the organisational learning process as part of the training needs analysis;
- Realise the importance of focus group in the learning process;
- Describe the key procedures and skills required to implement action learning;
- Identify how an organisation can facilitate organisational development;
- Determine the training applications of experiential learning and learn how to utilise effectively the powerful potential of learning from experience;
- Understand reflective practice as part of the training process;
- Develop the necessary skills through some collaborative learning opportunities;
- Determine the different ways of developing a synergy in the learning process;
- Draw the importance of learning to learn which leads towards the improvement of an individual's ability to learn;
- Ascertain how lifelong learning mark a decisive turning point in the way that people and organisations define and manage their learning;
- Demonstrate a heightened understanding of the group processes and organisational change;
- Identify the sources of information for TNA and the factors which should be taken into consideration when choosing which among the approaches will be used;
- Demonstrate a heightened knowledge of how training needs might be devised from Strategic Plans;
- Suggest how training needs might be derived from an examination of an organisation's Tactical Plans;
- Highlight the value of Operational Plans in the determination of departmental training needs;
- Provide a practical guide with respect to the use of Strategic Operational Review in determining organisational and departmental training needs;
- Demonstrate the use of Human Resource Plan in the determination of individual training needs;
- Elucidate the use of Management Succession Plans in the determination of individual developmental needs;
- Explain the process and value of Human Resource Audit;

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- Demonstrate a heightened understanding of Critical Incident Reports and their value in training needs analysis;
- Practicalise the use of Individual Performance Appraisal Reports in the individual and departmental training needs analysis;
- Demonstrate what Personnel Deployment Charts are and how they may be used in the determination of departmental training needs;
- Work their way through Business Plans, determining the skills and expertise that are needed to execute them, thereby identifying how they relate to current and future roles, and the departmental and individual training gaps that exist;
- Demonstrate the relationship between Job Evaluation or Job Tasks and Role Analysis and the determination of training gaps, in training needs analysis;
- Determine how Client or Customer Feedback can be used in determining gaps that pre-exist in skills, knowledge and expertise;
- Explain the process of 360 Degrees Feedback, the data analysis process, and the way in which the information that has been produced, might be used in determining the know, skills and attitudes that need to be developed for the individuals concerned;
- Explain how Supervisory Reports might best be used to determine the skills, knowledge and attitude that an individual falls short of in his or her role performance;
- Suggest how best Training Needs Analysis Questionnaires might be constructed, analysed and used in determining knowledge, skills and attitude gaps;
- Explain what Assessment Centres are and the way in which the information from them might be used as a basis for determining individual competency levels;
- Highlight the value of Training Needs Survey in training needs analysis;
- Determine how Task Competencies Analysis Report can be used in enhancing the effectiveness of departmental and individual training needs analysis.

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## Course Contents, Concepts and Issues

### Part 1: Contextualising Training Needs Analysis

- Organisational Development in Context;
- Training an Macro Organisational Development;
- Training an Micro Organisational Development;
- Rationale for Training Needs Analysis (TNA);
- Training Needs as Gaps;
- Organisational Training Needs Analysis;
- Subsystem Training Needs Analysis;
- Individual Training Needs Analysis;
- Approaches to Training Needs Analysis;
- Methods of Training Needs Analysis.

### Part 2: Education, Training and Development as Investment

- Difference between Education, Training and Development;
- Education, Training and Development, and 'Opportunity Cost';
- Education, Training and Development for 'Efficiency Gains';
- Defining Efficiency Gains;
- Measuring Efficiency Gains;
- Improving Efficiency Gains;
- Training as Investment;
- Investors in People (IIP): The British Model;
- Evidence from 'Investors-In-People';
- Calculating Return on Investment (ROI) from Education, Training and Development.

### Part 3: Learning in Organisations and Organisational Learning

- The Organisational Learning Process;
- The Individual Learning Process;
- The Importance of Focus Groups in the Learning Process;
- The Action Learning in Organisational Learning;
- The 'Learning Organisation' and its facilitation of Organisational Development;
- Experiential Learning;
- Reflective Practice;
- Collaborative Learning;
- Synergy in the Learning Process;
- Learning to Learn;
- Life-Long Learning;
- Understanding Group Processes and Organisational Change.


### Part 4: Utilising Possible Sources of Information in Training Needs Analysis (TNA) -1

- Strategic Plans;
- Tactical Plans;
- Operational Plans;
- Strategic Operational Review;
- Human Resource Plan;
- Succession Plan;
- Human Resource Audit;
- Critical Incident Reports;
- Individual Performance Appraisal Reports;
- Personnel Deployment Charts;
- Business Plans.

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## Part 5: Utilising Possible Sources of Information in Training Needs Analysis (TNA) - 2

- Job Evaluation or Job Tasks and Role Analysis;
- Client or Customer Feedback;
- 360 Degrees Feedback;
- Supervisory Reports;
- Critical Incident Report;
- Training Needs Analysis Questionnaires;
- Assessment Centres;
- Training Needs Survey;
- Task Competencies Analysis Report.

## Part 6: Focusing on Training Policy and Strategy in TNA

- Training Policy Vs. Business Strategy;
- Training Policy:
  - Matched with Specific Organisational Needs;
  - Response to Existing Organisational Ineffectiveness.
- Linking Training Policy to Business Strategy:
  - The Element of Finite Resources;
  - Good Business Sense;
  - Enhancement of Organisational Objectives.
  - Other Arguments.
- Education & Training for Personal Development:
  - Relation to Micro OD;
  - The Spin-off of Micro OD;
  - Policy: Aligned to Business Strategy;
  - Improved Effectiveness.
- General Questions:
  - Contribution to Competitive Advantage or Improved Organisational Functioning;



- Training and Unemployment.


## 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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Online Training Needs Analysis: Determining Training Needs Course, Leading to Diploma Postgraduate - in Training Needs Analysis, and 36 Credit-Hours, Accumulating to A Postgraduate Certificate, with 144 additional Credit-Hours, a Postgraduate Diploma, with -324 Additional Credit-Hours

- 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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<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



**HNVTC 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.



Online Training Needs Analysis: Determining Training Needs Course, Leading to Diploma Postgraduate - in Training Needs Analysis, and 36 Credit-Hours, Accumulating to A Postgraduate Certificate, with 144 additional Credit-Hours, a Postgraduate Diploma, with -324 Additional Credit-Hours

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 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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**Director**  
**HRODC Postgraduate Training Institute**