



Postgraduate Diploma

HR AND ORGANISATIONAL DEVELOPMENT & CHANGE
(PGDipODC)

POSTGRADUATE DIPLOMA IN HR AND ORGANISATIONAL DEVELOPMENT & CHANGE (PGDipODC)
Programme Overview | Admission & Fees | Application | Downloads & Enquiry

SHRI Academy's PGDipODC programme is specially designed to equip the learners with the fundamental knowledge and skills on how to build their organisational capabilities through various OD interventions. The programme will explore organisational development theories and interventions designed to improve effectiveness and performance.

The programme will benefit HR and non-HR practitioners including those interested to facilitate and influence positive change in their organisation.

Upon successful completion of this programme, graduates shall be able to:

- Articulate their understanding of the basic OD concepts, principles and tools.
- Apply the different tools to diagnose their organisation as well as propose solutions through hands-on project experience.
- Acquire the OD skills to develop, monitor and evaluate their organisational effectiveness and performance.
- Lead and manage change efforts in their organisation.

Course Content

Module 1 - Human Resource Management - 36 Hours

This module gives an overview of the key functions of the human resource department including a segment dedicated to International Human Resource Management.

- **Human Resource Management Functions**
 - The basis and evolution of human resource management
 - The practices of human resource management
 - Managing the human resources functions
- **Human Resource Strategies, Policies and Procedures**
 - Human resources strategies, policies and procedures
- **Job and Competency Analysis**
 - The nature of job analysis, its objectives and uses
 - Who does job analysis?
 - The role of human resource management in job analysis
 - Sources of information
 - Methods of collecting and analyzing information
- **Performance Management**
 - Main features of performance management
 - Performance management activities
 - Performance agreement or contract
 - The performance and developmental plan
 - Managing performance throughout the year
 - Performance review
 - Performance rating
- **Human Resource Planning**
 - Aims of human resource planning
 - Achieving the aims
 - Employee resourcing strategy
 - Turning broad strategies into action plans
 - Demand forecasting
 - Supply forecasting
 - Forecasting human resource requirements
 - Productivity and cost
 - Action planning

- **Recruitment and Selection**
 - Defining requirements
 - Attracting talents
 - Selecting talents
 - Selection test
 - References and offers
- **International HRM**
 - Introduction to international HRM
 - Forms of international HRM
 - Differences between domestic and international HRM
 - HRM problems for multinational/global firm
 - Global staffing
 - Training and development

Module 2 - Human Resource Development - 36 Hours

This module provides learners with knowledge and skills for human resource development functions. Through a project/assignment, learners will develop and acquire the necessary skills and expertise. The module includes an overview of People Developer programme.

- **The Training Process and Theories**
 - How do adults learn?
 - Theories of learning and instruction
 - Training implication of business challenges, strategies and goals
- **Approaches and Techniques to Training Needs Analysis**
 - Purpose of training needs assessment/analysis
 - Training needs assessment process
 - Identifying training needs
 - Determining needs
- **Set Training Objectives and Design Training Programmes**
 - Role of objective development in training
 - Process for developing objectives
 - The programme design process
 - Analyzing the training requirement
- **Planning and Resource Requirements**
 - Why HRD resource allocation?
 - Planning programmes to address specific needs
 - Resource requirement
 - The components of basic training cost
- **Implementing and Monitoring Training Programme**
 - Implementing & monitoring
- **Evaluation of Training Effectiveness**
 - Purpose of evaluation
 - Four levels of evaluation
- **The People Developer Programme and Future Trends in HRD**
 - Benefits of being a people developer
 - The components of people developer
 - People developer process
 - Application processes
 - People developer assistance programmes

Module 3 - Strategic & Change Management - 36 Hours

This module explores and evaluates the concepts and theories of "Strategic & Change Management" and develops learners' cognitive processes integral to strategic management. Special emphasis is given to the approach of human resource functions towards total operations.

- **Strategic Management Process : An overview**
 - The five tasks of strategic management
 - Developing a strategic business vision and mission
 - Setting objectives
 - Crafting a strategy
 - Evaluating performance, reviewing, initiating corrective adjustments
 - Why strategic management is an ongoing process and characteristic of the process
 - Who performs the five tasks of strategic management?
 - The benefits of a "Strategic Approach" to management
- **The 3 strategy-making Tasks**
 - Developing a strategic business vision and mission
 - Setting objectives
 - Crafting a strategy
- **Industry and Competitive Analysis**
 - Methods of industry & competitive analysis
- **Company Situation Analysis**
 - Discusses the techniques of evaluating a company's resource capabilities
- **Strategy and Competitive Advantage**
 - The five generic competitive strategies
- **Matching Strategy to Company's Situation**
 - Demonstrate task of matching strategy to the situation
 - The strategy-making challenges
- **Diversification Strategy and Analysis**
- **HR dimension in corporate strategic management**
- **Change management**

Module 4 - Organisational Development (OD) - 36 Hours

This module provides the basic theoretical and competency based approach in OD. It will enable the learner to diagnose and propose the appropriate OD interventions to develop their organisational capabilities, effectiveness and performance.

- **General Introduction of OD**
 - Growth and relevance of OD
 - Exploring the origins and evolution of OD
- **The OD Practitioner**
 - Key competencies of an OD practitioner
 - Ethics and values in OD
- **Overview of the Process of OD**
- **Entering and Contracting**
 - Entering into a relationship
 - Developing a contract
- **Diagnosis and Feedback**
 - What is diagnosis?
 - Diagnostic models
 - Feedback process
- **Action Planning and Introduction to OD Interventions**
 - What are effective interventions?
 - How to design effective interventions?
 - Overview of interventions
- **Interventions at Individual Level**
 - Self awareness tools
 - Training and development
 - Job design
 - 360 degree feedback
 - Coaching
 - Mentoring
 - Individual developmental plans
- **Interventions at Team Levels**
 - Teambuilding
 - Process consultation
 - Meeting facilitation
 - Brainstorming
- **Interventions at Process Levels**
 - Continuous process improvement (TQM)
 - Six Sigma
 - Business process **re-engineering**
- **Interventions at Organisational Level**
 - Climate survey
 - Performance management
 - Succession planning
 - Vision, mission and values
 - Strategic planning
 - Employee engagement
 - Benchmarking
- **Evaluation of Processes and Results**
 - Importance of evaluation
 - Approaches to evaluation
- **Issues facing OD and its Future**

Module 5 - Leadership during Organisational Change - 24 Hours
(via Activity-based Classroom Training coupled with Formative and Post Assessments)

This module explores the models of change and applies key activities needed to successfully lead and implement change in an organisation. It seeks to provide various key pointers; learners will be able to facilitate change for their valuable human capital in the organisation.

It is not only about 'Change' but the frequency and magnitude that pose a challenge to all levels of people within any organisation. This can be due to restructuring, re-engineering, merger and acquisition that lead to retrenchment, outsourcing and re-grouping. The module focuses on leadership for change and on the proactive anticipation of the human behaviours during the change process.

This module is designed to be activities-based through application of theories and working on case studies during the 24 hours of classroom training. Learning will be further reinforced with both formative and post-assessments to ensure transfer to learning for effective workplace applications.

The module will be delivered in the following approaches:

- Activity-based Classroom Training
- Formative Assessment
- Post-assessment

Classroom Training (24 Hours)

1. The Leadership for Change - the vital leadership for leading change
2. Communication and Connecting with your People - communication strategies and relationships
3. Interventions and Motivations - intervening effectively and motivating towards the future
4. Creating a Conducive Environment for Change - adopting and adapting cultures for effective change

The modules listed above may be conducted in a different sequence.

Course Duration

- 6 months; 168 training hours
- 5 modules
- Lessons are conducted on Friday evening (7pm - 10pm) and/or weekend (full day; 9am - 5:30pm/6pm)

Assessment Methods

Candidates are assessed by assignments and written examinations at the end of each module except for Strategic & Change Management module whereby assessment is based on Group and Individual Assignments.

For Leadership during Organisational Change module, assessment will be based on data compiled from Formative (20% - utilising application activities as part of assessment throughout the training at group and individual levels) and Post-assessment (30% - with 20 Multiple Choice Questions at individual levels).

Postgraduate Diploma in HR and Organisational Development & Change will be awarded by SHRI Academy upon successful completion of the programme and graduates may use the title "PGDipODC" after their names.

Advancement

PGDipODC graduates holding bachelors degree are encouraged to enroll for the Master of Science (International HRM) programme, jointly offered by Edinburgh Napier University (UK) and SHRI Academy, subject to validation of the programme and acceptance by the University.

Exemption Criteria

- Exemptions will be granted to SHRI Postgraduate & Graduate Diploma graduates
- Approval for exemption is on a case-by-case basis at the sole discretion of the Academic Advisory Board.

Admission Requirements

- Applicants should possess one of the followings:
 - Degree in any discipline
 - Diploma holder with at least 3 years working experience at a management level
- Those with other qualifications and working experience will be considered on an individual basis.
- Exemptions of appropriate module(s) will be given to SHRI's Postgraduate & Graduate Diploma holders.
- Exemption(s) may be considered for diploma & above graduates in the same/related discipline of field/study from local polytechnics or other Institutions.
- The final decision concerning admission and exemptions to the programme rests with the Academic Advisory Board.

Programme Fees

Self Sponsored	Revised Fees
	*From 1 January 2012
Registration Fee	S\$100.00
Course Fee	S\$4,200.00
Student Membership Entrance Fee	S\$120.00
1-Year Student Membership Fee	S\$50.00
Supplementary Materials Fee	S\$60.00
Total Fees	S\$4,530.00
7% GST	S\$317.10
Fees payable for self-sponsored applicant	S\$4,847.10

**All fees quoted are inclusive of 7% GST. Registration fee is non-refundable. All fees to be payable in full prior to the orientation/course commencement date.*

Application Procedures

All applications must be submitted with the following:

1. Completed application form*
2. Two recent passport-size photographs
3. Photocopy of NRIC (front & back)
4. Certified true copies of academic certificates & transcripts**
5. Resume with detailed work experience (Diploma holders only)
6. Requisite payment***

* Application forms are obtainable from SHRI Academy or **download a copy** now.

** Applicants are required to bring along the original (for verification purpose) and 1 copy of the educational qualifications and result transcripts to apply for the programme.

*** Requisite payment includes all fees quoted under Programme Fees. Cheques must be made payable to "SHRI Academy Pte Ltd".

Next Intakes

Please indicate your choice of intake for application purposes.

Intake	Commencement Date	Application Closing Date
11 th	6 January 2012	23 December 2011
12 th	3 February 2012	20 January 2012
13 th	16 March 2012	2 March 2012
14 th	20 April 2012	7 April 2012
15 th	1 June 2012	18 May 2012
16 th	6 July 2012	22 June 2012
17 th	3 August 2012	20 July 2012
18 th	14 September 2012	31 August 2012
19 th	25 October 2012	11 October 2012
20 th	7 December 2012	23 November 2012

Bring-a-Friend and enjoy rewards when your friend embarks on a learning journey with SHRI!

Course Withdrawal/Transfer and Refund Policy

Learners who wish to withdraw or transfer to another programme must notify SHRI Academy in writing before the commencement of the course. Registration fee paid is non-refundable and non-transferable. The following refund policy applies:

Written Notice of Withdrawal	Refund of Course Fee (%)
Received more than two weeks before course commencement	75% of full course fees
Received less than two weeks before course commencement	0% of full course fees

Foreign learners who withdraw from a programme must surrender their student's pass to the Immigration & Checkpoints Authority (ICA) immediately.

Please click [here](#) to download a copy of SHRI Academy's Student Handbook for more details.

Application Form

For further information, please contact Ms Lynn Koo or Ms C.P. Anita via ☎phone (65) 6438 0012, 📠fax (65) 6299 4864, or ✉email lynn.koo@shri.org.sg / anita@shri.org.sg