



**PAN AFRICA SKILLS  
& CONSULTING LTD**

**International Diploma**

**in**

**Management & Administration**

**This Program is specially designed to produce competent, trained,  
professional, effective modern managers.**



A good manager is a person set apart by his or her training, professionalism, technical and human/people skills, and with the abilities to guide the efforts of others: to plan, organise, direct, motivate, co-ordinate and control their activities so that the desired objectives of the department or enterprise are achieved in the most efficient and economical manner. This popular Program provides guidance and training on how to manage people, departments and organisations, as well as to administer teams and provide positive leadership. The Program covers a wide range of important topics which must be mastered for success in management and administration, and which provide a foundation for specialisation in specific management fields.

## **Course Outline**

### **Module 1 - The Meaning of Management**

- What modern management involves, the art of management, leadership
- Teamwork: skills, training, organisation, 'technical' and 'human' aspects of a manager's job
- Management in business and commerce, types of enterprises, products and services
- Business units, sole-proprietors, partnerships, companies, limited liability, board of directors

### **Module 2 - The Functions of Management**

- The objectives of an enterprise, policy formulation, implementing policy, the profit motive
- Strategic, tactical and operational planning, decision-making, organising and co-ordinating
- Motivation, teamwork and communication, controlling, supervising, records of performance
- Quality, quantity, ideal and attainable standards, setting and recording standards

### **Module 3 - The Responsibilities of Management**

- The meanings of responsibility and authority, obligations and behaviour, seniority, accountability
- Responsibilities for customer-satisfaction, security, confidentiality, management/employee relations
- Responsibilities to subordinates: treatment, working conditions, workloads, safety, training, development
- Responsibilities towards the community, differing ideologies, striking the right balance

### **Module 4 - The Delegation of Responsibility**

- The meaning of delegation, delegating the right way, actions and checks, mistakes to avoid, benefits
- Business organisation, expansion, departments and divisions, spans of control
- Planning organisational structure, size, core activities, specialisations, the workforce, locations
- Types of organisational structures, organisation charts and their purposes and uses

## **Module 5 - Communication in Management**

- The importance of good communication, internal and external, vertical and horizontal, two-way flow
- Principles of effective communication, senders and receivers, channels, understanding, feedback
- Oral communication, advantages, dangers, emphasis, adaptability, unspoken communications
- Written communications, business letters, reports, forms, telephone, electronic communications

## **Module 6 - Planning and Forecasting**

- Forecasting as the basis for planning, research, factors like demand, population, competition, pricing
- Budgets, the purpose and importance of budgeting, preparing budgets, limiting factors
- Sales, production and cash budgets, the master budget, budgetary control and review, variances
- Manpower planning, current levels, future needs, organisation and method studies, work studies

## **Module 7 - The Management of Personnel (1) - Recruitment and Appointment**

- The “human resource”, HR/Personnel management, internal recruitment, external recruitment
- Job analysis, job design, job descriptions and employee specifications, their purposes and uses
- Attracting applicants, advertisement, employment application forms, design, the C.V., references
- Selection, sorting applications, interviews, terms and conditions of employment, probationary periods

## **Module 8 - The Management of Personnel (2) - Induction, Development, the HR Department**

- Induction, purpose and objective, the work environment, the workgroup, follow-ups, good relations
- Training and development, advantages of training personnel, different types of training
- Remuneration policy, considerations, systems of remuneration, HR policy, fairness, equality
- The HR/personnel department, responsibilities, sections, personnel records, labour turnover, statistics

## **Module 9 - Industrial Relations**

- Trade unions, aims and activities, union roles, shop stewards, staff associations, white collar unions
- Industrial action, why taken, forms it may take, collective bargaining, joint consultation, negotiation
- Skills and attitudes needed by managers involved, arbitration, mediation, tribunals, advisory services
- Dismissal of employees, reasons, procedures, redundancy, government participation and intervention

## **Module 10 - The Manager and His or Her Subordinates**

- Differences between a manager and subordinates, the right approach to subordinates
- Qualities and attitudes needed, building respect and loyalty, approachability, consistency of actions
- Disciplinary action, the correct approach and procedures, employee counselling, solving problems
- Resignations, exit interview, retirement, pensions, equal opportunities policy and its implementation

## **Module 11 - Styles of Leadership and Management**

- Workgroups and team building, factors affecting behaviour, size, environment, roles, group norms
- Leadership, styles, task-oriented and relationships-oriented managers, scientific management
- Theories, principles, theorists: Mayo, Maslow, Herzberg, McGregor, developing an effective style
- Job design and redesign, job rotation, job enlargement, job enrichment, extrinsic and intrinsic rewards

## **Module 12 - The Successful Manager and Managerial Development**

- Personal qualities needed for success, desirable mental attitudes, leadership, empathy
- Learning organizations, what it means, involvement of personnel, positive attitude towards change
- Preparing for promotion in management, willingness to learn, getting on with others, abilities
- Finding managerial posts, letters, application forms, attending interviews, preparation, behaviour