Chartered Institute of Administrators & Management Consultants-Ghana (CIAMC)

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Professional Licensing Proramme

(Chartered Management Consultant {CMC} and Chartered Professional Administrator {ChPA})

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<u>**PROGRAMME COURSE STRUCTURE**</u>

The Purpose of the Institute
The purpose of the Institute is to promote excellence in the practice of professional administration and management consultancy by examining, chartering, and regulating its members. The Chartered Institute of Administrators and Management Consultants-Ghana, (CIAMC), formerly called the Chartered Institute of Administration Ghana, (CIAG) established and licensed in Ghana, is a Prestigious, Examining, Licensing and Regulatory Professional Body. The Institute was incorporated under the Companies Code, 1963 (Act 179) as a private Company limited by guarantee, on the 11th of May 2001. The Institute was duly registered as a Professional Body in accordance with the provisions of the Professional Bodies Registration Decree 1973 (NRCD 143), and on 8th March 2011, the name was changed to Chartered Institute of Administrators and Management Consultants-Ghana.

The Institute aims at promoting and furthering the cause of high professionalism in the practice of Administration and Management consultancy through life - long learning. CIAMC's programmes are designed to:
- Raise standards of professional practice in support of better business performance,
- Provide a development path for individuals, and a recognised qualification and award route, which form the foundation for a number of professional qualifications including the Chartered Professional Administrator (ChPA) and the Chartered Management Consultant (CMC) Awards.

The Institutes Professional Membership Qualifying programme was revised and expanded to reflect the philosophy of ensuring every candidate registered into CIAMCs licensing programme has acquired adequate knowledge and competency of the level of a master's degree in business management, before admitted into the professional licensing programme of the Institute.

Mission Statement
To educate, examine, license and regulate professional administrators and management consultants for the corporate world as strategic leaders and analytic solutions strategists

Vision Statement
To be the leading institution in Ghana, promoting and ensuring professionalism in the practice of administration and management consultancy through life-long learning.

Core Values

The six core values of the Institute are the following:

1. **Elevating the Professional Status of Administration and Management Consulting** in Work and Organizational Systems Development

2. **Quality**: Reaching an objective understanding of customer requirements and using all our resources to satisfy those requirements

3. **Professionalism:** A professional work place attitude, performance and appearance that allow employees to take pride in their work and improve work performance.

4. **Human Capital Development:** Ensuring respect for employees as individuals and providing opportunities for their personal development and advancement. Respecting the dignity and recognizing the merit of all employee. Providing equal opportunity for employment, development, and advancement for those qualified.

5. **Passion for Excellence:** Acting ethically and continually striving for excellence in our performance and those of our members.

6. **Social Responsibility:** Our first responsibility is to the trainee administrators and consultants, our employees, employers and all others who engage our professionals and use our services. We are also responsible to the communities, in which we live and work, and to the world community as well. In meeting their needs, everything we do must be of high quality unquestionable.

Our Philosophy

The Institute's programmes are tailored to produce and ensure professionals who are:
- theoretically knowledgeable;
- technically competent,
- practically and professionally oriented; and
- ethically guided in practice.

Examination Services

The following services shall be rendered by the Institute –

- **Failure Report**

Students who fail a subject may request a detailed report. This report shall contain indications by the examiner regarding the reasons for failure. Written requests must reach the Office of the Registrar together with the relevant fee within three weeks after results are released.

- **Model Question Papers**

Students may purchase model examination papers from the Institute.

- **Remark of examination script**

Students who achieve a mark between 45% and 49% may request that their scripts be remarked. Written requests must reach the Office of the Registrar/CEO together with the relevant fees. Requests for model/past papers and reports must be made in writing and must be accompanied by the relevant fee. Students may also purchase suggested solutions for model/past papers from the Institute.

- **Subject Syllabuses**

Details syllabus is as contained in the exams guide, may be reviewed without notice.

- **Lists of prescribed and recommended textbooks**

Details of recommended textbooks are given at the end of each subject syllabus.

- **Academic Statements**

Irrespective of the number of subjects passed, a student may request a detailed academic statement, reflecting the subject(s) he/she has already passed. This statement will be printed on an official CIAMC letterhead and is issued for a fee. The Institute will accept written or telephonic requests. The institute will advise students of their marks, per question-whether the subject has been passed or failed. Written requests must reach the Office of the Registrar/CEO together with the relevant fee.

- **Examiners' Reports**

Examiners' comments on various aspects of the examinations shall be published regularly.

- **Membership publications**

Students may subscribe to the "Ghana Management Review" at reduced rate.

Entering for Examinations

- ❖ Only registered students will be allowed to enter for the examinations.

- ❖ Students are to complete an examination entry form in full.

- ❖ Submit the form together with prove of examination fee.

- ❖ The admission form will indicate the subject(s) a student has entered for,

- ❖ Students must take their students valid identity document to the venue.

Cheating During Examinations

Should a candidate at an examination be found cheating, his or her entry to that session of examinations will be cancelled and appropriate disciplinary action will be taken by the University.

Cancellation of Examination Entries

- ❖ You may cancel your entry due to illness or family bereavement in which case supporting documentation is required by the Office of the Registrar/CEO.

- ❖ Your cancellation request must reach us on (or before) the examination date.

- ❖ You will be required to re-enter for your cancelled subject(s), in the usual way (by completing an examination entry form).

Examination Venues

- • The University shall arrange for students to write examinations in approved venues. Students are expected to travel to these venues to write examinations.

- • Special examination facilities for disabled students can be arranged. You should write to us as soon as your registration confirmation has been received.

Examination Results

CIAMC employs academicians and professional experts, moderated by external examiners. Examination papers are set and marked by examiners, and moderated by the moderators (affiliate University if necessary) Results are then released in two ways: in the form of printed lists for display at various centers in Ghana and on individual results letters which are communicated to examination candidates.

The decisions of the examiners, moderators and Education and Professional Examinations Committee (EPEC) are final, and no communication regarding results will be entered into. Students who are not successful in examinations may request one or more reports to assist them in understanding how their examination answers were inadequate and to help them prepare to

take the examination again (see services). Students who achieve results between 40% and 49% may request a remark of their scripts. In no circumstances will any of your answer books be returned to you.

In an effort to assist candidates who fail, markers are required to give a breakdown of candidate's shortfalls in each subject of the examinations. This feedback should help candidates to focus their revision efforts for a future sitting of that subject. The results notification will be accompanied by information explaining how to interpret the feedback.

Publication of Results

The Institute reserves the right to publish exam results, whether successes or failures. There is a space on the exam entry form for you to indicate if you do not wish CIAMC to inform your employer of your results. Results shall be sent to employers only after they have been issued to candidates.

Re-marking of Papers

If you received a fail grade F for any paper, you can request that it be re-marked only if:

- You pay a fee, which will be refunded if the original grade is amended to a pass.

- You apply for re-marking within three weeks of the results being dispatched.

Write with details and the prescribed fee to the Registrar. Please allow six to eight weeks for this procedure. You have to wait for your result before entering for the next available exam session.

Completing the professional licensing examinations

Candidates will receive professional advance diplomas from CIAMC and be inducted into professional membership as Chartered Professional Administrators (ChPA) and Chartered Management Consultants (CMC):

- Qualified licentiates with masters degrees will receive associate membership certificates

- Qualified licentiates with doctorate degrees will receive full membership certificates

- Members are entitled to use the designatory letters appropriate to their membership grade level.

Replacement of certificates can be obtained for a fee.

Preparing for Examinations

Candidates studying through colleges have the benefit of receiving guidance on planning their studies, study methods, and preparing for and writing examinations. These notes are designed to help those students studying on their own to prepare themselves effectively for their examinations. However, it is hoped that all candidates will benefit by reading them.

Get the basics right

Study environment

- Create a study space which will facilitate effective study: private and as quiet as possible.

- Have a chair and large enough working surface available as well as easy access to study requirements: your textbooks, a dictionary, files, writing materials, etc.

- Adequate lighting and ventilation are essential.

Planning Studies

- Study involves sacrifices: prepare for this and ensure co-operation of family, friends, and partner in securing freedom for regular study periods (with rest breaks).

- During the revision period avoid "burning the midnight oil" – be at optimum physical condition for the examination.

- Set a detailed revision programme for the last 3 weeks, allowing sufficient time for each subject being written. This will involve breaking each syllabus down for revision. Then do it – concentrating on areas that you find difficult.

- Review the style of each examination paper so that you are not faced with surprises in the examination room.

- Have the entire examination requirements ready (including travel arrangements) well before the date.

- **Writing the examination**

Before you start writing

- Evaluate the general instructions: time allowed (usually 3 hours), number of marks instructions concerning compulsory or alternative questions.

- Calculate the marks per minute rate e.g. 100 marks for a three-hour paper allowing approximately 3 minutes of preparatory reading, 3 minutes per hour assessing questions and checking answers, and 3 minutes for a final check means roughly 1½ minutes per mark = 15 minutes for a 10-mark question

- Decide on the questions to be answered, note your start time, plan your first answer and start writing with confidence.

Essay-type answers

Presentation is all-important: **write to be read!** The examiner has very little time to mark each script and so must be able to read quickly. Ensure that the examiner can pick up every point you are making with:

- Precise writing style: Write naturally with short sentences, **simple** language (don't try to impress) giving facts and communicating your opinions where appropriate.

- Pay attention to the instructions: 10 – 15 lines means just that in reasonably sized handwriting; 10 marks in a 3-hour paper means not more that 15 minutes.

- Answer within the limits of the question and follow the direction (key) works like 'list', "discuss", to the latter (see **keywords** below).

Completing multiple-choice questions

- Read the instructions very thoroughly.

- The choices are designed to establish your understanding of the topic, so evaluate each optional answer carefully before selecting the most appropriate (correct) answer and entering your response on the answer sheet.

- Follow exactly the instructions concerning the handing-in of the answer sheet.

Keywords in Examinations

The examiner will use cue words such as describe, discuss, evaluate, compare, etc. to elicit a particular response form you in terms of what is required in the answer to questions. To help you interpret these cues we have discussed them with our examiners and the most common words are listed in the table below. The table is not definitive. It should be used as a guide to a more effective interpretation of what the examiner requires in answering a question.

Type of question	Keyword	What must be done
Testing knowledge, recall of facts, concepts	Describe	List characteristics in a logical, detailed and well-planned account of e.g. a procedure or theory.
	List or name	Present a list of aspects,, facts relevant to a specific category
	Summarize or state briefly	Give the essence of the matter i.e. state briefly the main points, elements, aspects or findings (details and examples).
Testing understanding of a subject and the ability to explain or apply knowledge	Define	Write a statement that gives precise meaning to a term or concept, an example could be given.
	Explain	A detailed account to make a subject clear; to ensure that the reader will understand by means of illustration, or description and using examples.
	State or give	Present the information plainly without discussion
	Identify or show	Choose from a selection of facts or concepts the ones to illustrate a particular idea.
	Illustrate	Explain or make clear using well-chosen examples
Testing the ability to analyze	Analyze or examine	To break down the idea into separate parts or elements. Describe each and show how they are related and why they are important.
	Discuss	To examine or investigate by argument the various aspects of a statement, both for and against, with a summing-up or conclusion, (give only as much detail as is possible in the time allowed and observe any limiting terms in the question)
Testing the ability to	Plan	Take relevant information/concepts/ideas and bring

synthesize, i.e. bring facts or ideas together in the form of an essay		them together to show how you would of or explain something.
	Write	An essay, report or letter is asked for, to achieve a particular objective; guidelines are usually given (ensure that these are followed)
Testing the ability to make a judgement, draw a conclusion, or to understand opposing points of view	Compare	Point out or show similarities or differences, or examine the differences between statements, ideas, theories, etc. end with a conclusion.
	Contrast or differentiate or distinguish between	Show ways in which things differ. End with a conclusion
	Evaluate or interpret	Make an appraisal or express an opinion in terms of known criteria. This must come after a detailed discussion and flow logically from it.
	Comment	To give a personal opinion on a subject. Again, there must be a discussion of points, e.g. for and against from which the opinion should logically flow.
	Criticize	Point out good/bad points and judge as a critic after weighing facts, characteristics or standpoints.

COURSE STRUCTURE FOR LICENSING PROGRAMME

1. CHARTERED MANAGEMENT CONSULTANCY (CMC)

Part A. - Consultancy Theory

a. Meaning of consultancy

b. Nature and types

c. History of management Consultancy

d. The Consulting process

e. Reporting to clients

f. Client/Sponsor- Consultant relationship

g. Ethics, Code and Regulatory issues

Part B. – Management Consultancy Practice

a. Concept paper development
b. Expression of interest
c. Commenting on TOR
d. CV development and evaluation formats
e. Selection and management of project team
f. Methodology and work plan
g. Technical proposal
h. Financial proposal
i. Proposal (technical & financial) presentation
j. Management of consultancy engagement (Planning, execution and control)
k. Consultancy report writing
l. Consultancy report review

Part C - Training Professionals Development

a. Roles and competencies of trainers
b. Theories of adult learning
c. Training needs assessment
d. Manual development
e. Budgeting for training
f. Presentation techniques and skills
g. Coaching methods and simulation studies

h. Post training audit

Part D – Need Assessment and Baseline Studies

a. Definition and objectives of baseline studies

b. How to conduct baseline studies

c. Methods for Baseline Assessment

d. Format for reporting baseline reports

e. Writing a Technical Proposal for conducting a baseline study

Part E – Ethics and Professional Conduct

Part F – Company Turnaround and Growth Strategies

a. Case Analysis
b. Strategic Audit
➢ Management Audit
➢ Operational Audit
➢ Strategic planning

2. CHARTERED PROFESSIONAL ADMINISTRATOR (ChPA)

Part A – Professional Administration Theory

a. Business Administration Principles

b. Public Administration Principles, Challenges and Best Practices

c. Developmental Theories

d. Best Practices in Corporate Governance and Leadership

e. Eradication of White Collar Crime

Part B – Management Challenge and Decision Making Project

a. The Decision Making Process
b. Management and Leadership Theories
c. Techniques in problem definition
d. Problem solving, creativity and innovation

Part C. – Internship for Professional Practice (Internship manual technique)

    a. Management Functions and Roles
    b. Management and Leadership Skills
    c. Personal organization for peak performance

Part D – Competency assessment and gap analysis

    a. Competency profiling for all roles/jobs in the organization

    b. Competency-based recruitment and internal staffing decisions

    c. Competency-based performance management system

    d. Competency assessment and gap analysis

    e. Competency-based training needs assessment

    f. Competency-based training

Part E. - Ethics and Professional Conduct

    a. Definitions, concepts and theories of Ethics

    b. Professionalism, Professional Conduct and Ethics

    c. Personal and Business Ethics

    d. Ethics of the Institute

    e. Ethics in the Public Service & Corporate Business

    f. Ethics in management decision making and Consultancy

Part F – Organization Improvement Strategies

    a. Quality Management Systems & Client satisfaction
    b. Health, Safety, and Work Environment Management
    c. Action Research for Organization Development

3. SCHOLARLY WRITING AND PUBLICATION

    a. Article writing and Schorlarly Journal publication

    b. Presentation of article

Assessment Criteria for Assignments

Generally, good assignment must have the following criteria:

☐ Meets the requirements

☐ Follows the specified format

☐ Clear and logical flow

☐ Written in good English

☐ Uses recent and appropriate sources

☐ Uses proper citation & referencing technique

GRADINGS		GRADE POINT
95 – 100% - A+ EXCELLENT		4.00
85 – 94% - A VERY GOOD		3.76
75 – 84% - B GOOD		3.36
65 – 74% - C+ CREDIT		2.96
60 – 64% - C CREDIT		2.56
50 – 59% - PASS		2.36
BELOW 49 – REFERRAL		1.96
Below 45 - FAIL		

COURSE DETAILS

Part A. - Consultancy Theory

Meaning of consultancy; Nature and types; History of Management Consultancy; The Consulting process; Reporting to clients; Client/Sponsor- Consultant relationship; Ethics, Code and Regulatory issues

Part B. – Management Consultancy Practice

Concept paper development; Expression of interest; Commenting on TOR; CV development and evaluation formats; Selection and management of project team; Methodology and work plan; Technical proposal; Financial proposal; Proposal (technical & financial) presentation; Management of consultancy engagement (Planning, execution and control); Consultancy report writing; Consultancy report review

Part C - Training Professionals

Roles and competencies of trainers; Theories of adult learning; Training needs assessment; The In-House Trainer as Consultant; Manual development; Budgeting for training; Presentation techniques and skills; Post training audit

Part D - Coaching methods and simulation studies

Part E – Need Assessment and Baseline Studies

Definition and objectives of need assessment and baseline studies; How to conduct baseline studies; Methods for Needs and Baseline Assessment; Format for reporting baseline reports; Writing a Technical Proposal for conducting a baseline study

Part F – Ethics and Professional Conduct

COURSE CONTENT

Code of Ethics

In the pursuit of the practice of management profession, it is vital that CIAMC members conduct their work in an ethical manner in order to earn and maintain the confidence of team members, colleagues, employees, employers, customers/clients, the public, and the global community. Students will be examined on the following areas: Virtues, Values, and why we care about Ethics; Defining Ethics; Theories of Ethics; Individual and Group Ethics; Defining Business Ethics; Resolution of Business Ethics Dilemma; Whistle-blowing

Part G – Company Turnaround and Growth Strategies

Introduction to management processes dedicated to corporate renewal; Case Analysis; Strategic Audit; Management Audit; Operational Audit; Portfolio Audit; Strategic planning

4. **CHARTERED PROFESSIONAL ADMINISTRATOR (ChPA)**

Part A – Professional Administration Theory

Business Administration Principles; Public Administration Principles, Challenges and Best Practices; Corporate Governance and Leadership; Eradication of White Collar Crime

Part B – **Management Challenge and Decision Making Project**

The Decision Making Process; Techniques in problem definition; Problem solving, creativity and innovation; and Management Science for Decision Making

Part C. – Internship for Professional Practice

Management and Leadership roles and skills, Personal organization for peak performance

Part D - Competency Assessment and gap analysis

Competency profiling for all roles/jobs in the organization; Competency-based recruitment and internal staffing decisions; Competency-based performance management system; Competency assessment and gap analysis; Competency-based training needs assessment; Competency-based training

Part E. - Ethics and Professional Conduct

Ethics of the Institute; Ethics in the Public Service (E.g., Civil service, PSC, the Executive etc.); Ethics in management decision making

Part F – Organization Improvement Strategies

Quality Management Systems & Client satisfaction; Health, Safety, and Work Environment Management; Organization Development

5. **ADVANCED RESEARCH (FOR ARTICLE DEVELOPMENT AND PUBLICATION)**

   i.   Scholarly writing,

   ii.   Intent of Research and Proposal Writing Techniques

   iii.   Conceptual Framework, Empirical Literature Review & Constructs

   iv.   Qualitative and Quantitative Data Analysis, Presentation and Interpretation

   v.   Article (Draft) presentation

<u>Appendix</u>

<u>PROFESSIONAL LICENSING PROGRAMME</u>

<u>Professional Administration Practice</u>

<u>Course Structure:</u>

1. Internship for management and leadership skills development

2. Decision making techniques and theories

3. Management challenge project

4. Development of intervention

5. Stakeholder engagement work plan design

6. Needs assessment and baseline survey

7. Implementation of intervention and M&E

8. Report on intervention and its impact

    Supporting Seminars

9. Contemporary Issues and Best Practices in Public Administration

10. Administrative Law

11. Management of White Collar Crime

12. Professional Ethics and Codes of Practice

13. Health, Safety and Work Environment Management

Management Consultancy Practice

Course Structure:

1. Concepts, Theories, and Models
2. Concept paper and proposal writing
3. Procurement Law and Consultancy Services Procurement
4. Writing of expression of interest
5. Technical proposal
6. Financial proposal
7. Consulting grouping and competitive bidding
8. Needs assessment and baseline survey consulting
9. Contract Law and Contract Negotiation
10. Responding to three (3) commercial consultancy adverts and report on each - Panel

Strategic Auditing Project

▶ **Major Headings:**

I. Current Situation: (Balanced Scorecard and financial ratios)

II. Corporate Governance: (Principles, Theories and analysis)

III. External Environment: (Principles, natural, societal, & task)

IV. Internal Environment: (Principles, Structure, culture & resources)

V. Analysis of Strategic Factors: (EFAS, IFAS, TOWS, & QSPM analysis)

VI. Alternatives and Recommendations: (AHP, SSF &

VII. Implementation: (Feasibility studies & Business planning)

VIII. Evaluation and Control:

IX. Evaluation and Control: (Principles, Types: feedforward, concurrent, and feedback, Control process, Evaluation Methods and Processes)