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

Oyibi, Adenta Dodowa-Road, 100 Metres After Valley View University,
P. O. Box LG 645, Legon, Accra, Ghana,
Telephone: +233 307030183, +233 553903442, +233263875668
Email: info@ciamcghana.org

EXAMINATIONS REGULATIONS AND SYLLABUS

Pre-Professional Licensing Programme

(For SSCE, HND & Bachelor Degree Entry Options)

JANUARY, 2022

PROGRAMME COURSE STRUCTURE

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 New CIAMC

The Institute's 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 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 only written requests. 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 Institute 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, who are to be moderated by partner university quality assurance team, as examiners (internal and external). Examination papers are set and marked by examiners, and moderated by the moderators. (The Partner University). 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 the answer booklets be returned to students.

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 examination results, whether successes or failures. Results shall be sent to employers only after they have been issued to candidates.

Re-marking of Papers

If a candidate received a fail grade F for any paper, he/she can request that it be re-marked only after:

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

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

The candidate will have to wait for his/her result before entering for the next available exam session.

Completing the pre-professional licensing examinations

In cases where CIAMC is collaborating with a degree awarding tertiary institution, candidates will be awarded a graduate membership status certificate from CIAMC and the relevant degrees (bachelor or masters) from the partner university (the tertiary institution) after their results have been validated for degree certification.

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 synthesize, i.e. bring facts or ideas together in the form of an essay	Plan	Take relevant information/concepts/ideas and bring 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	Compare	Point out or show similarities or differences, or

make a judgement, draw a conclusion, or to understand opposing points of view		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.

1. PRE-PROFESSIONAL LICENSING PROGRAMME
BASIC AND OPERATIONAL LEVEL COURSE STRUCTURE

SHS & A LEVEL CERTIFICATE ENTRY POINT				
REQUIRED		**MODULE I**	**LEVEL**	
	BMPE 1112	Personal & Organizational Ethics	Foundation I	
	BMOV 1112	Organizations and Value Creation	Foundation I	
	BMBL 1113	Business Law	Foundation I	
		MODULE II		
	BMQM 2111	Quantitative Methods in Business	Foundation II	
	BMOA 2112	Office Administration Principles	Foundation II	
	BMLM 2113	Leadership and Management Development	Foundation II	
		MODULE III		
	BMPA 3111	Introduction to Public Administration	Intermediate	
	BMCP 3112	Management Consultancy Principles	Intermediate	
	BMTP 5113	Procurement and Logistics Management	Intermediate	
		Total Scores		
AWARD: AFFILIATE MEMBERSHIP CERTIFICATE – (HIGHER NATIONAL DIP. MEMBERSHIP STATUS LEVEL)				

The Learning Process

The learning process includes lectures, reading and preparation of assignments, case studies, presentations, and research work involved in the preparation for group presentations and final examinations.

Assessment Methodologies:

A. Continuous Assessment --- These may consist of homework assignments and/or daily quizzes and in-class activities. Students will participate in in-class activities designed to improve critical thinking skills, strengthen knowledge of the subject material, enhance understanding of the technical and applicable aspects of the subject matter, and encourage individual and collective participation.

B. Final Exam---The Final Exam is comprehensive, covering, either directly or indirectly, the entire course's learning outcomes.

Award Requirements

In order to be awarded an Affiliate membership for the program attended, students must obtain a 65% cumulative grade point average.

DETAIL COURSE SYLLABUS

1. BAMPE 1111 Personal & Organizational Ethics

Course Description:

The course provides students with an overview of business ethics and ethical management practices, with emphasis on the process of ethical decision-making and working through contemporary ethical dilemmas faced by business organizations, managers and employees. The course is intended to demonstrate to the students how ethics can be integrated into business decisions and can be applied to their own careers. Upon successful completion of this course, the student should be able to: Recognize organizational challenges to ethical behavior; Evaluate common beliefs about ethics—especially common beliefs about the role of ethics in business; Recognize the inherent conflict of interest in many business decisions; Demonstrate knowledge of established methodologies of solving ethical problems; apply moral reasoning to specific situations and defend the conclusions of that reasoning; Develop strategies for identifying and dealing with typical ethical issues, both personal and organizational; Demonstrate an understanding of common ethical problems in businesses and other organizations, and determine practical steps that can be taken to address those problems

Objectives
- To raise students' general awareness of ethical dilemmas at work
- To better understand differing perceptions of interests in business-related situations
- To present the concept of Corporate Social Responsibility, and explore its relevance to ethical business activity
- To investigate the ethical obligations and ethical ideals present in the relationship between employers and employees
- To enable students to validate, or correct, personal ideas about various ethical perspectives.
- To enable students to develop their own, considered judgments about issues in business ethics
- To foster more careful, disciplined thinking in trying to resolve issues in business ethics
- To prepare students to play a constructive role in improving the ethical considerations of organizations with which they may become involved.
- To enhance and improve the ability of students to reason toward a satisfactory resolution of an ethical dilemma.

- Perspectives on business ethics and values
- Ethical issues in business
- Ethical theories and how to use them
- Personal values in the workplace
- Values and ethical thinking
- Individual responses to ethical situations
- Corporate responsibility and corporate citizenship
- Ethics in the marketplace
- Social responsibility and the environment
- Corporate models for ethical decision-making
- Sustainability and the responsible corporation
- Ethical conformance: standards, culture and leadership
- Global and local values and international business

RECOMMENDED TEXT BOOKS

Business Ethics, A Managerial Approach, Wicks, et al., First Edition, 2010 Pearson Education Inc., ISBN-10: 0-13-142792-X or ISBN- 13: 978-0-13-142792-1

Fredrich, J. & L. Ferrell (2011, 8th ed.). Business Ethics: Ethical decision making and cases.

Bazerman, M.H., & Tenbrunsel, A.E. (2011). Blind spots: Why we fail to do what's right and what to do about it. Princeton University Press: Princeton, NJ.

Ariely, Dan. (2010). Predictably irrational. Harper Collins: New York, New York.

Supplementary articles and texts will be drawn from media, HBR, academic journals and other relevant sources.

2. BMOV 1112   Organizations and Value Creation

Course Description

The course focuses on the following:

i. firm's internal organization and what it can do, showing how firms use the strategic management process to create value and earn high returns by effectively leveraging their unique core competencies to take advantage of opportunities in the external environment.

ii. The role of firm resources, capabilities, and core competencies to provide a foundation for creating strategies and the relationship amongst these concepts in developing sustainable competitive advantage are discussed.

iii. The value-chain concept and four criteria to evaluate core competencies are presented as tools of internal resource analysis that aid firms in establishing competitive advantages with higher performance potential.

iv. An examination of performance dimensions from stakeholder perspectives and the strategic importance of considering the broader socially-responsible role that organizations are now expected to fill within their communities.

Syllabus Content

1. Internal Analysis and Value Creation
   - Conditions Influencing Internal Analysis
   - Creating Value

2. Resources, Capabilities, and Core Competencies
   - Resources
   - Capabilities
   - Core Competencies

3. Building Core Competencies
   - Four Criteria of Sustainable Competitive Advantage
   - Value-Chain Analysis
   - Outsourcing
   - When Core Competencies Lose Their Value

4. Firm Performance
   - Stakeholder Objectives and Value
   - Measures of Firm Performance
   - Balancing Stakeholder Performance
   - Sustainable Development

RECOMMENDED TEXTBOOKS

Kim S. Cameron, Robert E. Quinn, Jeff DeGraff, Anjan V. Thakor, (2006). Competing Values Leadership Creating Value in Organizations, Edward Elgar Publishing Limited, UK

3. BAM 1112 Business Law

Course description

Business Law is the study of the different legal systems with an emphasis on the law's relationship to business. The course aims to introduce the principles of law and to create the basis for establishing sound legal relations in business. The course will help you enhance students understanding of legal processes so that they can use those processes more effectively and efficiently in business decision making. Emphasis shall be on t**he nature and sources of law and the general principles of the law of contract.**

Course Objectives

The course is an **introduction to law and contract**. It has the objective of providing an understanding of:

- Explain the nature, scope and functions of the law of contract
- Identify and evaluate contractual terms
- Understand how a contract may be discharged

Syllabus Content

A. The nature and sources of law

- Sources and Classification of English and Ghana law, namely common law, equity, statute law, judicial precedent, custom and legislation and case law.
- Courts and the system of precedent
- Delegated legislation and statutory interpretation.
- Principal legal personnel and their role in the legal system.
- Differences between civil and criminal law and the system of civil and criminal courts

B. General principles of the law of contract – 1

- Classification of contracts, of record, under seal and simple contracts.
- Essentials of a valid contract and the formation of a contract.
- Distinction between an offer and an invitation to treat.
- Unrevoked offer and unqualified acceptance in relation to contracts
- Intention to create legal relations
- Consideration and the rules governing consideration
- Formalities necessary for certain contracts, including deeds
- Contractual capacity and restrictions on capacity to contract.
- Contracts entered into by corporations
- Effect of express and implied terms of contracts
- Use of and rules governing standard terms and exemption clauses.
- Exemption clauses in contracts
- Difference between conditions and warranties in general contract law

- Contracts contrary to law or public policy and the effects of illegality and public policy
- Effect of duress and undue influence on contractual relations
- Effect of mistake in formation of contracts
- Principles relating to fraud and non-disclosure of material facts
- Discharge of the rights and duties under a contract, including performance, breach, frustration, agreement and operation of law.
- Discharge of contracts
- Remedies for breach of contract
- Limitation of actions
- Doctrine of privacy of contract
- Assignment of contractual rights and liabilities
- Rules governing the interpretation and construction of contracts

RECOMMENDED TEXTBOOKS

1. Business Law by K.R. Abbott and N. Pendlebury, 6th Edition, Ashford Colour Press Ltd, Gosport Hants P012 4dt

2. Business Law Made Simple-Collin Padfield

4. BMQM 2114   Quantitative Methods in Business I

Course Objective

1) To provide a basic understanding of the value and use of quantitative methods in administrative and operational problem solving and decision-making.
2) To develop an understanding of a variety of statistical and quantitative techniques applicable to a wide range of business situations.

Syllabus Content

1. *Introduction to Statistics:* Introduction; Statistics and Statistical Methods; Characteristics of Statistics; Functions of Statistics; Limitations of Statistics; Statistics in Business and Management; Distrust of Statistics.
2. *Collection, Classification, and Presentation of Data:* Introduction; Data Collection; Data Classification and Data Gathering; Drafting Questionnaire; Sample Selection; Data Presentation.
3. *Measure of Central Tendency:* Introduction; Measures of Central Tendency.
4. *Measures of Dispersion:* Introduction;, Measures of dispersion; Objectives of measuring dispersion; Characteristics of a measure of dispersion; Range, Quartile deviation, Average deviation, Standard deviation, Relation between standard deviation and other measures, Relative measures of dispersion, Lorenz Curve.

5. *Simple Correlation and Regression:* Introduction; Correlation Analysis; Regression Analysis.
6. *Index Numbers:* Introduction; Meaning of index number; Types of index number; Uses of Index Numbers; Methods of constructing Index Numbers; Test For Adequacy of Index Number Formulae; Consumer Price Index Number- Assumptions of cost of living index number; Methods of constructing Consumer Price Index, Limitations of Index Numbers.
7. *Sampling Techniques:* Introduction to Sampling Techniques; Need for Sampling; Basic Concepts; Efficiency of Sampling Methods; Alternative Sampling Methods
8. *Statistical Quality Control:* Introduction; Sources of Variations; Statistical Process Control Methods; Control Charts; Acceptance Sampling; Advantages of Statistical Quality Control

RECOMMENDED TEXTBOOKS

1. Anderson, Sweeney, and Williams, Quantitative Methods for Business, 11th Edition, FAU Custom Edition for QMB3600, Thomson/South-Western, 2010. ISBN 10: 1-4240-7566-1.

2. Mik Wisniewski (2002), Quantitative Methods for Decision Makers, 3rd Edition, Prentice Hall, New York.

5. BMPA 5112   Office Administration Principles

Course Description

Office Administration is a Business Education subject concerned with the study of administrative principles, policies, procedures and technological competencies governing the modern office environment. The content and teaching strategies used should therefore reflect current trends in the office. The course is designed to provide students with the knowledge, skills and attitudes to function effectively within a modern office environment. The syllabus adopts a practical approach aimed at equipping students with the technical and professional skills to perform effectively as clerical and administrative support personnel within an organisation.

Syllabus Content

Part A. – Office Management and Functions
1.1 Principles of management
1.2 Functions of management
1.3 Meaning of modern office
1.4 Office work
1.5 Office Activities
1.6 Office functions

Part B. – Office Organization and Administration
2.1 Organization meaning and definition.
2.2 Characteristics of organization.
2.3 Importance of organization.
2.4 Steps in organization management.
2.5 Administration.
2.6 Principles of organization formal and informal organization.
2.7 Types of organizations.
2.8 Functions of administrative office Manager

Part C. – Office Accommodation and Environment
3.1 Introduction to office accommodation
3.2 Principles.
3.3 Location of Office.
3.4 The Office building.
3.5 Office Layout.
3.6 Office Environment
3.7 Types of lighting systems
3.8 Ventilation.
3.9 Interior Decoration.
3.10 Furniture

Part D. – Office Machines and Equipment
4.1 Introduction.
4.2 Objects of Mechanization.
4.3 The Criteria for selection.
4.4 Types of Office Machines.
4.5 Miscellaneous Machines.

RECOMMENDED TEXT BOOKS

6. BMPR 4014   Leadership and Management Development

Course Description

The primary learning objective of this course is to provide a blend of theoretical knowledge and practical skills necessary to improve each participant's leadership skills. Participants should be able to understand the fundamental aspects of managing and leading organizations, and increase understanding of managerial and leadership behaviors.

Syllabus Content

Part 1 - Understanding Organizations, (Cole Chapter 4 – 7)

- ➢ Introduction to Organizations (to get a sense for the system, forms, roles and structures)
- ➢ Introduction to Leadership (to get a sense for what leadership is, its scope, and where it might fit during change)
- ➢ Introduction to Management (to get a sense about planning, organizing and controlling resources)

Part 2 - Leadership and Management (G.A. Cole, Chap 31-32), and (Armstrong Chap 40)

- ➢ Aims of Management Development,
- ➢ Definitions, Management Knowledge and Skills
- ➢ Management Development Methods
- ➢ Succession Planning,
- ➢ Auditing Management Development

Part 3 - Talent Management (Armstrong, pages 579 – 586)

- ➢ Talent Management
- ➢ Introduction and meaning of talent management
- ➢ The process of talent management
- ➢ Developing a talent management strategy
- ➢ Management succession planning

Part 4 - Case study

- ➢ A Review Of Leadership Theory And Competency Frameworks
- ➢ Seven Steps for Effective Leadership Development

7. BMPA 3114   Introduction to Public Administration

Course Description
The course will provide an overview of the field of public administration by focusing on its development and importance in modern government operations at the local and national levels. The course provides an opportunity for students to familiarize themselves with the basic principles, concerns, and methods of public administration.

Syllabus Content

1. Elements of Public Administration
2. Public Administration Evolution , Meaning, Nature, Scope, Significance and its relations with political science, Economics and Public Law; Public and Private Administration; New Public Administration ; and New Public Management
3. Organization: Meaning and basis. Principles of Organization: Hierarchy, span of control, co-ordination, supervision and control, communication, decentralization and delegation.

4. Forms of Organizations. Formal and informal, department, board, co-operation and commission, and delegation.
5. Chief Executive: Meaning, types and role. Line, staff, and auxiliary agencies. Public relation: meaning, means and significance
6. Theories of Organization: Scientific Management Theory (F.W. Taylor), classical (Henry Fayol, Luther Gulick, M.P Follet, Mooney and Reiley) and Bureaucratic (Max Weber)
7. Personal Administration: Meaning: Nature and significant. Elements of Personal Administration: Administration and Recruitment, Training, / capacity building, Promotion, Morale.
8. Budget: Principles, Predations and Enactment of Budget.
9. Public funds; accounting and auditing. Financial control, Parliamentary (parliament and its committees) and executive control

RECOMMENDED TEXT BOOKS

1. Johnson, William C. 2009. Public Administration: Partnerships in Public Service . Longwood, IL: WavelandPress.
2. Heady, Ferral, 2001. Public Administration: A Comparatived Perspective, Marcel Dekker, New York.

8. BMCP 4113 Introduction to Management Consultancy Practice

Course Description

This is an introductions course exploring the profession of management consulting. The course is designed to provide a framework for understanding the art and science of providing management counsel to client organizations in the public and private sectors. The course will expose students to the classical literature of the profession.

Syllabus Content

1. Introduction to the Profession

- ➢ Introduction and purpose of course
- ➢ Definition, roles, purpose of profession
- ➢ Uses of consultants – public sector, private sector, and internal consulting
- ➢ Introduce client projects

2. Development of the Profession

- ➢ History and development of the profession
- ➢ Consulting roles and culture
- ➢ Professionalism and ethics
- ➢ Service Quality

3. Consulting Process – Entry and Contracting, Discovery and Dialogue, Analysis and Decision to Act, Engagement and Implementation,

4. The Management Consulting Industry

- ➢ View of management consulting world, synopsis of industry, types of firms
- ➢ Key industry challenges
- ➢ Key success factors

RECOMMENDED TEXT BOOKS

1. Green, Charles H. Create trust, gain a client. Consulting to Management , 17(2), June 2006, pp. 27 -29, 36.

2. Competency Framework and Certification Scheme for Certified Management Consultants, New York: Institute of Management Consultants, 2015

3. Flawless Consulting , Chapters 4 – 6 Bonner case, www.flawlessconsulting.com

4. Green, Charles H. Create trust, gain a client. Consulting to Management , 17(2), June 2006, pp. 27 - 29, 36.

5. Philip Sadler: Management Consultancy – A Handbook for Best Practice, 1998

6. Philip Wickham, Louise Wickham: Management Consulting, Delivering an Effective Project, 3rd Edition, Prentice Hall

9. BMTP 5113 Procurement and Logistics Management

Course description
Procurement describes the process of buying: learning of the need, locating and selecting a supplier, negotiating price and other pertinent terms, and following up to ensure delivery. In addition, it includes stores, traffic, receiving, incoming inspection, and salvage of goods.
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Syllabus Content
 Part A. Introduction
- Introduction to Procurement and Public procurement (including Management Concepts and Techniques)
- Public Procurement Framework in Ghana (including legal aspects of Public Procurement)
- Categories and Methods of Procurement

- Public Procurement Operations
- Contract Management and Closure (including Receipt and Accounting of materials and payment of suppliers' bills)
- Public Procurement and Good Governance

Part B.

- The Challenge of Purchasing and Supply Management in an organization
- Objectives and Organization for effective Purchasing and Supply Management
- Procedures and Information Flows
- Quality Specification and Inspection
- Supplier Selection and Management
- Outsourcing, Supplier Relations, and Supply Chain Management
- Price Determination and Legal Aspects of Purchasing
- Global Supply Management

Part C.
- Public Procurement of Civil Works
- Public Procurement of Services
- E-Procurement

RECOMMENDED TEXT BOOKS

1. Cai Gou Yu Gong Ying Guan Li', and Mi Xue Er yu Ha Luo De, China Machine Press.

2. Myerson A. Paul (2015) Introduction to Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control and Improvement, and Network Design

PRE-PROFESSIONAL LICENSING PROGRAMME
MANAGEMENT LEVEL COURSE STRUCTURE

FIRST DEGREE CERTIFICATE ENTRY POINT				
REQUIRED	CODES	MODULE I	LEVEL	ENTRY POINT
BA, BSc	BMRI 7111.	Enterprise-Wide Risk Management	Pre-Professional I	
	BMCG 7113	Leadership and Corporate Governance	Pre-Professional I	
	BMOP 3113	Operations Management	Pre-Professional I	
		MODULE II		
	BMOD 9114	Organizational Development and Change	Pre-Professional II	
	BAMM 8114	Professional Administrative Management	Pre-Professional II	
	BADR 8115	Introduction to Alternative Dispute Resolution	Pre-Professional II	
AWARD: GRADUATE MEMBERSHIP CERTIFICATE – (BACHELOR DEGREE MEMBERSHIP STATUS LEVEL)				

Graduation Requirements

In order to be admitted into Graduate membership, students must obtain a 75% cumulative grade point average.

<u>DETAIL COURSE SYLLABUS</u>

BMRI   7111   Enterprise Wide Risk Management

Course Description

All Entities face uncertainty in one form or the other. Uncertainty presents both risk and opportunity but focus has always been on the risk. The course has a goal of providing an enterprise-wide view of risk, improving information for decision-making, reducing the risk of costly surprises and positioning risk management as a differentiating skill. It also aims at educating students on how to effectively deal with uncertainty and associated risk and opportunity in order to grow shareholder value.

Syllabus Content

1. Reviewing the Principles of Risk Management:

a) Uncertainty and managing business uncertainty

b) The Concept of Risk

c) Categorization/Types of Risk

e) Risk Management; some historical perspectives, definition, principles and the risk management process, ERM Planning and implementation

f) Risk Management models

2. The Silos or Traditional approach to managing Risk

3. Examine the basic concepts, general principles, strategic focus and frameworks of EWM (COSO 2013 and ISO 31000 standards)

4. Purpose, Objectives, Structure and Policy of EWRM

-The Concept, Definition and Evolution of Enterprise-Wide Risk Management (ERM)

- Risk-Based Decision Making. How risk-based decision making models are linked to business management and strategy

5. The criteria for effective implementation, monitoring and evaluation of EWRM

6. Benefits, Challenges and Barriers of implementing ERM

RECOMMENDED TEXT BOOKS

1. Understanding Governance – Risk Management Matters, Office of Training and Tertiary Education Department of Education & Training 2 Treasury Place, East Melbourne, Victoria, 3002. October 2006

2. A Boards Perspective on Enterprise Wide Risk management. Mckinsey Working Paper on Risk, Number 18. October 2010.

BMCG 7113   Corporate Governance and Leadership

Course Description

Corporate governance deals with the complex set of relationships between the corporation and its board of directors, senior management (CEO), shareholders, and other stakeholders. All organizations worldwide are placing much more emphasis on good governance. The aim of the course is to train students to be knowledgeable in and mindful of good governance principles and practices. They will also be trained to understand and appreciate the consequences of a lack of effective corporate governance on shareholders and all other stakeholders. Furthermore the course aims to help launch students career as a corporate director – the ultimate steward of an organization. The course operates from the perspective that the principles of good governance are essentially the same for organizations of all types – not for profit, charitable, public corporations, private companies, publicly listed, etc. Upon completion of this course, students will be able to complete the following key tasks:

➢ Learn what good directors need to know to provide good governance

➢ Value both shareholder and other stakeholders' rights and responsibilities

➢ Adhere to sound principles of directorship and management

➢ Understand the significance of board committees, their composition and responsibilities

➢ Implement best practices on corporate governance

Course Objectives

a. To convey an understanding of corporate governance and how it is formulated and implemented.
b. To develop the perspective required to become effective members of organizational boards of directors.
c. To develop your business judgment, your ability to present and defend your opinion, your skills in problem diagnosis, governance analysis and articulation of an implementable governance plan, and your ability to think critically.
d. To develop an appreciation of the governance characteristics of companies of various sizes and in various industries.

Syllabus Content

A. Theoretical Aspects of Corporate Governance
- Introduction and Definitions
- The various schools and principles of corporate governance
- The Institutions involved in the development of corporate governance -

- Theories of Corporate Governance:
  - ➢ Agency Theory, Separation of Ownership and Control
  - ➢ Transaction Cost Economics
  - ➢ Stakeholder Theory, Stewardship Theory Etc.

B. Owners and other Stakeholders
  - Shareholders and other Stakeholders
  - The Role of Institutional Investors in Corporate Governance
  - Socially Responsible Investment

C. Directors and Board Structure
  - Types of Boards
  - Roles, Duties, Responsibilities and Remuneration of Board and Executives
  - Board Committees
  - Leadership,
  - Gender consideration and Diversity
  - Legal liabilities
  - Board Secretaries – roles and duties
  - Communities, and
  - Board Evaluation

D. Development of Corporate Governance Codes
  - Knowledge acquired should motivate the desire for more transparency and accountability and a desire among management to increase investor confidence.

REFERENCE MATERIALS
1. Mallin A. Christine, (2010), Corporate Governance, 3rd Edition, Oxford Press, Great Britain.

OPMT 9123 Operations Management

Course objectives:

To enable the student to gain an understanding of the significance, relevance of, and how operations management support the missions and business strategies of service and manufacturing enterprises to enhance their success.

Syllabus Content

1. Location Analysis
2. Facilitate layout
3. What is a supply chain?
4. How does Just-In-Time work?
5. Information flow and quality control

6. Balanced scorecard
7. Core competencies
8. Process design and development,
9. Benchmarking,
10. Resource planning, and supply chain management.
11. Production and operations planning
12. Capacity planning
13. Materials management
14. Inventory Management

RECOMMENDED TEXTBOOKS

1. Operations Management, International Edition Jay Heizer and Barry Render, Prentice Hall International, Inc, USA
2. Productions and Operations Management, by William J. Stevenson [T]
3. Machine that Changed the World, Womack, Jones & Roos [WJR]
4. The Coal, E. 3. The Goldratt & J. Cox [On Reserve in Library]

HMOD 9114   Organizational Development and Change

Course Objectives:

To prepare students to manage dynamic, constantly changing work environments – the kind that challenges individuals to continually adopt by learning new methods and adopting new goals. It prepares future professional managers, administrators and executives to address questions like "How do I get my people to accept this new approach?" "How do I explain the need for change to my old timers without creating a defensive reaction?' "How do I help the survivors of a downsizing manage with their sense of loss, grief and guilt?" and "How do I use existing organizational rewards to reinforce the need for change?"

Upon completion of course, students should gain a thorough understanding of the organization's ability to assess its current functioning and ability to achieve goals. Students should gain the ability to implement tools of intervention to effectively bring about major change in a way that gains support of organization members.

Syllabus Content

A. Organizational Change Management Processes

1. Business objectives
2. Organizational purpose and efficiencies.

3. The nature and process of planning, setting and researching objectives, checking financial performance.
4. Basic concepts in strategic management: Definitions, phases and benefits of strategic management
5. Identifying the change content, context and process
6. The importance of the right people in the right job.
7. Action-centered leadership, motivation.
8. Teamwork
9. Training systems – individual and group.
10. Performance enhancement and control.
11. Strategies for the future.

B. Organizational Development and Change:

1. General Introduction to Organizational Development. Definitions, Concepts of values, assumptions, and beliefs in OD. Assumptions about people as individuals, in groups and leadership. The role of effective leadership in OD.
2. Analysis of organizations and their operating environment. The process of organization development.
3. Nature and types of OD interventions. The Human Process Interventions, Organization Process Approaches, Technostructural Interventions, HRM Interventions, Strategic Change Interventions

RECOMMENDED TEXTS

1. Thomas G. Cummings, Christopher G. Worley. Organizational Development & Change, 9th Edition. South Western, Cengage Learning, USA.

2. Competitive Strategies, Concepts and Cases International Students Edition, Hitt Hoskisson and Ireland: Thomson Southwestern, USA

3. Strategic Management: Awareness and Change, Thompson, J. Chapman and Hall Mintzberg.

4. De Wit, Meyer. Strategy: Process, Content, Context. An International Perspective. Thomson.

BPAC   8113 Professional Administrative Management

Course Objective

The student should be able to analyse the changing role of administration, distinguish what makes a decision strategic and explain the Strategic decision-making process: To excite the administrative service provider to be an excellent service provider and an effective administrator and To develop professional administrators – The pivot of organizational success. Professional Administration is about a framework of corporate governance, communication, and the handling of information, in a rational approach to identifying needs, making and implementing decisions, and monitoring and reviewing. Candidates are required to be able to differentiate between Professional Administration and Administrative Management.

Syllabus Content:

Part A - The Concepts of Administration and the Organization

Overview and Characteristics of Organizations; The Changing Role of Administration; General Administration and Professional Administration; What a Profession is; Attributes of a Profession; Strategic and Administrative Management; Administration as a discipline and profession; Administrative Professional and Administrative Service; General Skills of an Effective Administrator; Critical tools needed to be a Successful Administrative Professional
.
Part B – Administrative Theories
- Organization: Structure and Process.
- Administrative principles
- Administrative management linked to the classical management theorists;
- Contemporary Approaches to Organization Theory

Part C – Administrative Function Categories
- Public Administration
- Educational Administration
- Healthcare Administration
- Parliamentary Administration
- Judicial Administration
- Boardroom and Committee Administration

Part D – Secretarial and Office Management Studies
- Office Equipment's and space management
- Ergonomics
- Electronic Word processing
- Archival Practice

Part E - Records Management
- Records, Importance of records, Records management.
- Filing. Methods of filling. Indexing. Types of indexing.
- Stationary, Importance of stationary, Methods of purchasing, Stationary control.

Part F – Professional Behaviour
- Branding
- Managing the boss
- Managing the subordinate
- White-collar crime
- Professional Conduct and Ethics

RECOMMENDED TEXT BOOKS

Appleby C. Robert. Modern Business Administration, Sixth Edition, UK.

Asafo, S. Mawusi. The Professional Administrator

PROGRAMME FEES: PRE-PROFESSIONAL LICENSING

S/N	LEVEL	NO. OF COURSES	EXAMINATION AND CLASSES FEE PER COURSE	TOTAL	TOTAL PER EACH LEVEL
			GHS	GHS	
	MEMBERSHIP APPLICATION	-	-	200.00	
1	BASIC LEVEL	6	600.00	3,600.00	3,800.00
2	OPERATIONAL	3	800.00	2,400.00	2,600.00
3	MANAGEMENT	6	870.00	5,220.00	5,420.00
	TOTAL	**15**		**11,420.00**	