



**Honours (Higher) Diploma**  
**on**  
**Management & Administration**



**Expertly produced, very well-written, and with a huge amount of practical and enjoyable content, this is for anybody who wants to become a competent, knowledgeable, respected manager and/or administrator.**

This Programme teaches and explains what management is about. It explains the functions and roles of managers, and about management and administration activities - and how to carry them out successfully. It covers the technical and human functions and responsibilities of management, and covers many aspects of business, advanced motivation, management and leadership. It also offers the opportunity to choose one (or more) subjects on human resource management, leadership and team management, or public relations. The possession of an Honours Group Diploma demonstrates knowledge and ability and indicates that the holder has the competence, understanding and potential to become a successful senior manager, administrator or executive.

The Programme comprises of four key 'courses'; there are three (3) compulsory/mandatory courses of study and one (1) option/elective course, as follows:-

### **Compulsory/Mandatory**

- Management & Administration
- Business Management & Administration
- Advanced Management & Administration Theory & Practice

### **PLUS one\*\* from:**

- Project Leadership & Management
- Leadership & Team Management
- Public Management & Administration
- Office (Workplace) Management & Administration

\*\*more than just one of these Subjects may be studied if preferred - ask the College for details.

### **Summarised details of each course comprising the Honours Diploma: -**

Compulsory/Mandatory Subjects:

#### **MANAGEMENT & ADMINISTRATION**

- The meaning and purpose of modern management; the functions of management and administration.
- Managers and subordinates - relationship and roles; maintaining good relations.
- The importance of communicating, team building, supervising workgroups.

- An organisation's culture, cultural development and effects, the impact and influence of managers.
- The concept of and importance of quality control; setting and maintaining and standards; types of standard.
- Responsibilities and obligations of management to staff, to customers, and to the wider community.
- The management of change, changes in activities due to seniority and increases in authority.
- Structural organisation of businesses, designing and maintaining organisation charts.
- Organisational growth, the management of and need for delegation; workgroups, spans of control.
- Effective communication: oral, unspoken, written; vertical and horizontal communication.
- Two-way communication, removing communications barriers, external sources of communications.
- The technical and human aspects of management and administration - the range of skills needed.
- Management and employee development.
- Strategy and planning: short-term and long-term, forecasting, setting standards.
- Budgets, budgeting and budgetary control; the business environment.
- Organisation and management (O & M studies) - aims and assessment.
- Leadership in organisations, leadership styles and theories; improving leadership ability.
- Manpower planning, work specialisation; the steps, activities and managerial aspects of recruiting, selecting, inducting, training, remunerating and controlling personnel; employee counselling.
- Management styles, teams and team management, individual and organisational goals.
- Motivational theory, motivational theorists, intrinsic and extrinsic motivation; relevance to management.
- Industrial relations: trade unions, staff associations, joint consultation, collective bargaining, personnel policy, remuneration policy.
- Health & safety, training and responsibilities, employee counselling.

## **BUSINESS MANAGEMENT & ADMINISTRATION**

- Capital and the financing of businesses, sources of capital, share issues.
- Working capital, cash and funds flow; revenue, income, expenditure, overheads.
- Business units: sole-proprietors, partnership firms, limited liability companies.
- Board of Directors, formation, responsibilities and duties.
- Business organisation; structure, reporting, spans of control.
- Business environment, trading enterprises; factors in business location.
- Planning and forecasting in business, the business plan; starting or taking over a business.
- Budgeting and budgetary control, the master budget and sub-budgets.

- Management of personnel: recruiting, selecting, inducting, training, controlling, remunerating.
- Motivation, human resources; health and safety in the workplace, communication, job analysis.
- Principles of selling, sales and marketing management, market research, sales promotion.
- Pricing and pricing policy.
- Office management, office organisation, set-up, equipment, data and information.
- Production management, production methods, materials handling.
- Credit, credit control, credit limits and bad debts; discounts: trade, quantity, others.
- Stock and inventory control, stocktaking. Purchasing and resourcing, suppliers.
- Financial accounting, books of account, interpretation, accounting ratios.

### **ADVANCED MANAGEMENT & ADMINISTRATION THEORY & PRACTICE**

- The evolution of management theory, principles of management.
- Classical and early management theorists; Fayol, Weber, Taylor, Mayo, scientific management, authority, discipline, modern developments.
- Organisational theory: objectives, categories, ownership, environmental factors and interaction.
- Open and closed systems theory.
- Coordination, cooperation, structure, control.
- Communication and communication theories and channels.
- Organisational structures, planning, growth and development, organisation charts, systems diagrams.
- Duties and responsibilities of executives, delegation, responsibility.
- Mission, vision, values, MBWA.
- Motivational theory: human relations, social psychology; self-realisation, motivation-hygiene, expectancy theory.
- The theories of Argyis, Maslow, McGregor, Likert, Herzberg, Vroom, Handy; intrinsic and extrinsic factors.
- Leadership theory: traits, style, contingency; theorists.
- Building and developing workgroups, group behaviour, norms, cohesiveness.
- Managing change, creating and managing culture; Moss Kanter, learning organisations and entrepreneurship.
- Strategic management; the theories of Fayol, Chandler, Andrews, Ansoff, BCG, Porter, SWOT.
- Environmental and competitive barriers to entry, industrial competitiveness.
- Corporate objectives, policies, business ethics, social responsibilities.

AND ONE\*\* OF:

### **PROJECT LEADERSHIP & MANAGEMENT**

- Project management, the people involved, project objectives; the time/cost/quality relationship.
- Project managers, skills, aptitudes and personal qualities and traits.
- Customer project specifications; the project scope and the use of checklists.
- Project design, production and development elements; using contractors; project design checklists.
- Project team management and organisation: matrix, functional and hybrid structures.
- Organising the project team, providing support, ensuring cooperation, communication.
- Analysing and planning project tasks, work breakdown, designing work code systems; big projects.
- Project costs: fixed, variable, direct and indirect costs.
- Accuracy and estimation of costs; the costing format, profit vulnerability.
- Project planning; bar charts, critical path networks, diagrams, milestones, resource constraints, timescales.
- Resource scheduling, computer systems and network analysis.
- Monitoring projects; preparing reports, assessing and managing risks.
- Project implementation, authority for moving ahead.
- Project design standards and procedures, control schedules, actually getting started.
- Preparing, planning and producing work instructions.
- Specifying requirements, purchasing and supplier selection.
- Ordering and expediting, order documentation, shipping, quality control.
- Cost management and budgets; materials, equipment and services.
- Project performance analysis, profitability matters.
- Changes during projects, agreeing and authorizing changes, design freeze, emergency changes.
- Managing progress, schedule updates, control systems, corrections.
- Finishing projects and the official closure of project work.

OR

### **LEADERSHIP & TEAM MANAGEMENT**

- Human, Financial & Material Resources, Management, Employers and Employees
- Planning and Organising the Workforce, Management Roles, Training, Team Goals
- Supervision and Control of Workgroups, Motivation, Building Work Relationships
- The Responsibilities of Management to the Organization, Subordinates & Community

- Delegating Responsibility, the Delegation Process, Decision-Making, Initiative
- Workgroups, Team Building, Specialisation, Group Norms, Team Formation, Values
- Leadership Styles, Task & Relationship Orientation, Team Life Cycles, Conflict
- Types of Team: Project, Operational, Cross-Functional, Self-Managed, Team Roles
- Belbin & Team-Role Theory, Empowerment, Action-Centred Leadership, Accountability
- Motivation Theories: Hierarchy of Needs, Acquired-Needs, Equity & Expectancy
- Communication in the Workplace, Vertical & Horizontal, Communication Skills
- Coaching, Training and Development Team Members, Discipline, Job Redesign

OR

### **PUBLIC MANAGEMENT & ADMINISTRATION**

- The nature and roles of public administration in the world of changing public expectations.
- Public administration in the implementation of government policy and its affect on the daily lives of citizens.
- The institutional setting of public administration: organisational structures, central government.
- The public sector, the environment, “green” policies, gauging their impact and outcomes, implementation.
- The civil or public service: public administrators, duties and responsibilities, behaviour towards the public.
- Traditional roles, recent changes, the modern civil or public service; economy, efficiency, equity.
- Human resource management and public administration: recruitment, training, remuneration, supervision and control.
- Promotion, advancement and new job roles both vertically and horizontally in public administration.
- Integration, continuity and change in public administration.
- Structure and functions of local administration; duties and responsibilities of local administration officials, local government service, bureaucracies.
- Elected and employed officials, central government control.
- Financing the public sector, allocating resources for central and local administration.
- Public budgets and budgetary control, financial control, audits.
- Independent public bodies. Health and voluntary agencies.