



**PAN AFRICA SKILLS
& CONSULTING LTD**

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



Management & Leadership are two key aspects required by, and in demand, in all types of organisation, whether public, private or non-profit-making. This Programme will help turn you in to a professional, respected, competent manager and leader who others will respectfully look to for guidance and direction.

The Programme covers the functions, principles, skills and requirements for becoming a first-class, understanding and focused manager and leader. Management and leadership are not the same, and each requires different skills, traits, knowledge and training; this Programme provides the tools, teaching and confidence to become the manager and leader you want to be.

The Programme comprises four key courses, as follows:-

- Management & Administration
- Project Leadership & Management
- Leadership & Team Management
- Advanced Management & Administration Theory & Practice

Summarised details of each course comprising the Honours Diploma

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.

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.

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

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.

