



THE INSTITUTE OF

REGISTERED ADMINISTRATIVE MANAGERS OF NIGERIA

**ADVANCE DIPLOMA IN ADMINISTRATIVE
MANAGEMENT**

PROSPECTUS & SYLLABUS

ADVANCED DIPLOMA IN ADMINISTRATIVE MANAGEMENT

Option in Public Administration or Marketing

OBJECTIVE

This course is designed to encourage further education opportunities and capacities for Graduates of diploma in Management and other related discipline such as advanced diploma in Administrative Management. The coursework of Advanced diploma is designed to provide further educational opportunities for Graduates of ordinary diploma in Management and other related disciplines for increased capacities which shall provide opportunities for employment to higher responsibilities or for growth in existing employment. The syllabus is built on the general framework of management provided by the Ordinary Diploma coursework. The Advanced diploma syllabus is designed along two functionalities of management i.e. Public Administration and Marketing for thoroughness which specialization provides. It is expected that graduates of this course should be able to express same capacities as graduate of any Nigerian University or Polytechnic.

ADVANCED DIPLOMA ENTRY REQUIREMENT

Recognised Ordinary Diploma, National diploma, intermediate certificates of other professional Institutes such as CIA, ICAN, CIBN, IESAM, ICEN etc.

Duration

It is expected that an average student may complete the coursework requirements in twelve (12) months.

Examination Entry

No candidate may enter for any of the Institute's examination unless he has been registered as a student of the Institute and has paid appropriate examination fees in force at the time of the examination and is not in arrears of annual subscription.

ADVANCE DIPLOMA IN ADMINISTRATIVE MANAGEMENT COURSE OUTLINE

COMPULSORY SECTION

- Systems and Information Technology
- Organisational Behaviourial Studies
- Managing People and Training
- Meetings and Corporate Law
- Small Scale Business Management
- Public Finance
- Research Methodology

MARKETING OPTION

- Consumer Behaviour
- Marketing Research
- Product Development and Management
- Industrial and Service Marketing
- Marketing Management and Cases
- Marketing Communication

PUBLIC ADMINISTRATION OPTION

- Public Health Administration
- Human Resource Management
- Co-operative and Community Development
- Local Government Administrative and Finance
- Government Accounting
- Public Policy Analysis

COMPULSORY SECTION

SYSTEMS AND INFORMATION TECHNOLOGY

OBJECTIVE

As society and organizations become increasingly knowledge-based. There is value in perceiving information as a corporate resource which must be managed in order to support business opportunities. It has become apparent that computing and communication technology are not realizing their perceived beliefs. Although technology has been introduced there has been no significant increase in the productivity of knowledge workers. This syllabus aims to look at the management of information systems and information technology, emphasizing the need to support end-users in order to improve the effectiveness of decision-making within organisations.

Systems and Information Technology

Information as a corporate resource

Management information systems: internal and external data sources

Strategic Alignment: business and IS strategies

Exploiting information systems

Information Technology Infrastructure

Technological platforms

Communication Services

Integration of technology: computing and communications

Standards and open systems

Business Analysis

Business Platform Solving

Technological Solutions

Applications Software

Software Solutions

Human Factor in ICT

Identification of end-users

Supporting desktop computing

Service support: SLA-service level agreements

End user centre training

ORGANISATIONAL BEHAVIOURIAL STUDIES

Objective

To test the candidate's ability to:

Explain the concept of strategy and its importance for organizational success

Contribute effectively to successful management of change, enlightened human resource policies and pro-act organizational development

Contribute to the framing of appropriate human resource policies for the business and finance functions, to meet the organisation's objectives

Organisation Theory and Organisational Behaviour

Classical and contemporary theories of organisation

Images and perceptions of organizations; organizations as open and social systems

Organisational goals, effectiveness and efficiency: traditional and contemporary approaches (e.g. system resource, internal process and competing values)

Organisational growth and development models: evolution and revolution concepts

Environment and Strategy

The concept of strategy: planned, emergent, mudding through

Environment, industry and market analysis: concentrated, fragmented and emerging industries

Developing competitive advantage

Crafting strategy (e.g. logical incremental, generic strategies, value chain analysis)

Trends (e.g. globalization, world-class manufacturing quality, flexibility)

Implementation and review of strategy

Structure systems and technologies

Links between strategy and structure

Contingency theory; problems of comparing organizations contexts: entrepreneurial, manure, bureaucratic, diversified and professional industry or organizational contexts

Structural dimensions: simple, complex; stable, unstable

Structures (Centralisation, decentralization, functional, byproduct, hybrid, matrix)

Designs: organic versus mechanistic

Technologies in manufacturing and services

Management control systems, sub-systems in general, information systems in particular: selection, design, implementation, control

Project management: design, life-cycle concepts, planning, implementation, control, post-audit

Processes and Behaviour

Individual and group dynamics, motivation, morale, decision-making processes; escalating commitment, entrapment

Authority, accountability, influence, power

Consensus and conflict/stress; managing crisis

Organisational culture and politics, models of communication

The informal organisation

The role of professional business ethics in the interaction of the individual and the organisation

Adaptation of the Professional Administrator's role to the corporate culture

Change and Revitalisation

Organisational evolution; environment and re adaptation; takeovers, divestments

Designing and implementing turn round strategies; redundancy programmes; managing decline

The learning organisation; pressure groups, Individual creativity and organizational innovation, Human resources as the key variable in organizational success, Strategies, policies and practices for human resources development; the development of business professionals pre- and post qualification, with particular reference to Professional Administrative Managers

Organisational behaviour modification; changing corporate culture

Ethical and Philosophical issues; individual dignity; social responsibility

MANAGING PEOPLE AND TRAINING

OBJECTIVE

The core need of this syllabus is to develop managerial skills in key areas in order that people can best help their organisations to set realistic goals and achieve them.

This can only be done effectively by working with staff and developing their skills in a positive way.

The expected outcome by studying this module is:

To develop managerial knowledge and thinking

To detail approaches and choices available in order to improve Management of staff in-line with business objectives and improve quality of work life.

To understand the complex issues and interrelated situations, and then to integrate this understanding to resolve management problems.

The syllabus builds upon areas previously covered in the Diploma

Leadership

Theories of leadership (e.g. Adair, Likert & Mintzberg) and their usefulness

The Manager as a Leader

Functions of Management

Power and its application

Importance of Culture (development of organisational culture – national and international context)

Globalisation – impact on managers Facing up to change – future trends

Inter – personal Skills

Developing inter-action strategies, to cover:-

Relationship with others (including perception)

Planning approaches to:

- Leading and facilitating staff

- Co-ordination resources

Dealing with change and conflict situations:

- Sources of change/conflict

- Strategies for dealing with change/conflict Including:- persuasion

- presentation arbitration/conciliation

Groups/Term Building

Formation of groups including:

- Concept of groups
- Purposes of groups
- Formal/informal groups
- Theories e.g. Tuckman & Jenson

Group Structure and the Group Process

(including Team Building)

Social Control (in groups) including:

- Norms/Productivity/Performance
- Cohesiveness in Groups
- Effects on individuals

Group Effectiveness to cover:

- Group think
- Brainstorming

Managing Performance/Rewards

Appraisal of staff

Commitment (by staff)

Counseling (including dealing with stress)

Authority/Accountability/Responsibility

Empowerment

Performance related pay

Fringe benefits

Staff Development (Including mentoring and coaching)

Corporate Governance

Social Responsibilities of Managers (including Codes of practices etc)

Responsibilities and Behaviour towards:

- Employees
- Customers
- Stakeholders
- Competitors
- Community

Ethical behaviour of Managers (including Codes of Ethics," *Whistle Blowing*" etc)

Accountability of Managers (including achieving objectives)

Environmental issues and factors to be considered

Strategies for Managing People

Recruitment and selection Strategies

Equalising Employment opportunities

Labour Markets and Future Trends/Patterns of employment (including flexible firm)

Termination of Employment Contracts

Outsourcing strategies – threats and opportunities

Place of Politics in Management

Trade Unions/Staff Associations

Framework of Organisational Justice:

- Disciplinary procedures
 - Grievances procedures
 - Negotiating procedure
 - Appeals /Industrial Tribunals
- Health and safety (including European Community Directives)
Welfare of staff

Managing Training & Development

Training and development in context, training as an investment; systematic approaches to training and development; the 'Training Cycle'

Roles and responsibilities of training and development; national; corporate; line management training specialists; individuals

Methods of identifying training needs

Options for planning and implementing training and development

Methods of measuring the effectiveness

Current trends in training and development; Continuing Professional development (CPD); the investors in People (UK); National Vocational Qualifications

Roles and Responsibilities for training and development: national; corporate; line management; training specialists; individuals.

Organisational Perspectives

The Training Function-an overview

The Training Cycle

Training philosophies, training policies and the factors that shape them

Role of training/HRD staff and managers within a range of organisational settings; competencies of staff, resources required for effective operation; training as an agent for change

Comparisons between management functions in training and development as a whole

Responsibilities of individual employees in relation to training and development

Liaison and communication with other departments

Identifying Training Needs

Assessing organisational needs; what is a training need? When might training be appropriate? When may training be an inappropriate?

Organisational reviews/ audits

Identifying individual training needs; the process of job/skills/task analysis

Interpersonal factors to consider when carrying out the analysis

Analytical techniques; selecting and appropriate technique

Assessing individual performance

Planning and Implementing Training & Development

The learning process; outline of learning theories; learning styles

Conditions for learning; motivation; attitudes and perceptions; individual and group learning; the importance of gaining feedback

The organisation as a learning environment

Selecting and training trainers

Establishing training objectives

Strategies for training and development; on-job training; off-job training; on-site programmes; external programmes; open learning and technology based training

Planning, implementing and managing the programme

The various roles of managers in the learning process: coach, mentor, facilitator, counselor

Measuring the Effectiveness of Training

Validation versus Evaluation

Types of validation; internal and external

Evaluation models; the Whitelaw and Hamblin model; the Warr, Bird and Rackham approach to evaluating management training and development

Techniques for evaluation; reaction questionnaires; cost/benefit analysis

National Issues in Training & Development

Overview of national training policy and strategy

Life-Long learning; Learning to learn; Continuous Development; National Records of Achievement (NRA)

MEETINGS AND CORPORATE LAW

CONTNENT

Company Formation

The essential characteristics of sole trader/practitioner ships, partnerships and companies limited by shares. Corporate personality and its legal consequences. 'Lifting the corporate veil' both at common law and by statute. The distinction between public and private companies. The procedure for registering a company, the advantages of purchasing a company 'off the shelf, the purpose and contents of the memorandum and articles of association. Corporate capacity to contract.

Corporate Administration

Board meetings: when used and the procedure at the meeting. Annual and Extraordinary General Meetings: Company resolutions and the uses of each type of resolution.

Corporate Finance

The rights attaching to the different types of shares issued by companies. The procedure for issuing shares. The purposes for which shares may be issued. The maintenance of capital principle and the ability of a company to redeem purchase and provide financial assistance for the purchase of its own shares, and the situations in which such powers are useful. The rules for the reduction and increase of share capital. The ability of a company to borrow money and the procedure to be followed unsecured loans, and the nature and effect of fixed and floating charges.

Corporate Management

The appointment, retirement and removal of directors. Directors' powers and duties. Fraudulent and wrongful trading, preferences and transactions at an undervalue. The division of powers between the board and the shareholders. The rights of majority and minority shareholders. The qualifications, powers and duties of the company secretary.

Law of Meetings

Definition and scope of meeting, Regulations governing meetings, Quorum, Adjournments, Practical work of the secretary in preparing for meetings, Procedure for summoning and dissolution of National Assembly, The organizational structure and procedure of the Parliament, Meetings terminology, Company meetings, Parliamentary meetings, The work of the parliament, The house of Representatives, Local government meetings and procedures, Winding up of companies and Miscellaneous.

SMALL SCALE BUSINESS MANAGEMENT

Introduction

What is meant by Small Business?
Historical development in Nigeria
Characteristics of Small Business
Concept of Entrepreneurship
Causes of Small Business Failure in Nigeria
Special problems of Small Business
Factors in Small Business Success
Choosing the form of ownership
Forms of Business Ownership
Sole Proprietorship
Partnership
Ordinary Partnership
Limited Partnership
Partnership Agreement / Deed
Rights and Obligation of Partners
Advantages of Partnership
Disadvantages of Partnership
Limited Liability Company
Advantages of Limited Liability Company
Disadvantages of Limited Liability Company
Co-operatives
Principles of Co-operatives
Tier Structure of Co-operatives
Classes of Co-operatives
Advantages of Co-operatives
Qualities That Make a Successful Entrepreneur
Preparing a business plan
Financing the small business
Location area analysis

Getting the business ready
Managing the small scale – business
Analysis of financial performance
Accounting records / book keeping for small business
Inventory control
The marketing aspect of small business
Risk management and insurance
The legal aspect of business
Capital investment appraisal techniques
List of selected businesses in which you can invest money and / or run on small – scale basis.
List of support agencies and industries associations that promote small – scale industries in Nigeria.
National poverty Eradication Programme (NAPEP)
Small and Medium Industries Equity Investment Scheme (An Initiative of the Bankers’ Committee)

PUBLIC FINANCE

CONTENT

Fundamentals of Public Finance

Revenue and expenditure patterns; fiscal policies and programmes; the costs and uses of alternative sources of funds to government. Mechanics of monetary, fiscal policies and rate: effects of monetary and fiscal policies on the Nigerian ailing economy; the role of interest rates as an economic recovery measure; the effects of interest rates and other measures on economic policies. Budgeting systems and types of government budgets; the impact of government budgeting, taxing and spending on the Nigerian Economy; government budgeting limitations.

Sources of Revenue

Federal government sources of revenue: receipts and expenditure; various sources of funds to the Federal Government; major sources of the states and local government revenue; surplus and deficit in government receipts and expenditure. National income; effects of deductions on personal incomes. Nigerian tax rates and structures: the Nigerian tax system; the effects of tax on economic system.

Expenditures, Development Plans and Debt management

Major federal / state and local government expenditures: the three tiers of government; the nature and purposes of government expenditure programmes, and their importance; the economic effects of these programmes on Nigerians. National and state development plans: list of some national and state development plans; difference between achievable plans and white elephant projects; some flaws in the development plans; the harmonization of the development programmes and budgets by the federal government. Debit management: definition of public debt; types and classes of debts – international and domestic debts; the growth of public debt in Nigeria and some other African States;

strategies for debts management; the effects of bad debt management on Nigerian Economy; the measures for minimizing or reducing the national debt; evaluation of the management of debt in Nigeria. Current issues on public finance.

RESEARCH METHODOLOGY

OBJECTIVES

The project is designed to:

Test the ability of the candidate to understand a properly programmed investigation of a topic relating to business administration and to analyse and present his findings in an orderly and reasoned manner; enable part of the assessment of students to be undertaken by some other means than by formal examination and emphasizing the close relationship between education and practical application.

Introduction to Research Methodology

Candidates are required to have a good knowledge and understanding of the following basic areas of research writing before commencing the project work: the nature and importance of research; the nature of science; the essential parts of a research paper; the library research; the formulation and testing of the hypotheses; other methods of testing hypothesis; measures of strength of association; sampling and randomness; collection and analysis of data; the basic methods of research; methods and designs for descriptive research; the experimental research method; attitude measurement; the survey research method; the mail questionnaire.

MARKETING OPTIONS

CONSUMER BEHAVIOUR

Objectives

- (a) Provide a solid research background and skill needed to execute a sound marketing programme.
- (b) Develop a sound understanding of consumer behaviour as prelude to prosecuting a good marketing task assignment/project.
- (c) Be able to satisfy the consumers through the sound understanding of the consumer behaviour.

SYLLABUS

Introduction to Consumer Behaviour

Introduction to Consumer Behaviour, Interdisciplinary approach to understanding consumer behaviour. Physical and psychological state of the consumer.

Physical Buying Behaviour

Conditions that influence physical buying behaviour, buying decision-making process, perception (selective and subliminal) learning, cognitive consonance and cognitive dissonance. Attitudes and attitude scaling.

Consumer Wants

The dynamics of consumer wants and the significance of shifts. How and why consumers wants change. Sources and hierarchy of wants, factors affecting wants. Classification of consumer motives. Commodities and consumer goods classification.

Decision Process

Consumer decision process. Consumer buying behaviour and industrial buying process. Understanding the government market.

MARKETING RESEARCH

OBJECTIVES

To achieve the ability to:

- (a) Reach an overall understanding of how and why marketing research techniques are used in economic and business decisions.
- (b) Demonstrate the ability to analyse, present and interpret statistical data using research procedures.
- (c) Apply analytical tools of marketing problems including markets, products, distribution channels, sales efforts and advertising. Emphasizing on planning, investigation, collection, and interpretation of data and presentation of results.

SYLLABUS

Overview of Marketing Research Process

Users and doers, application of marketing research. Field work and Desk research, research project.

Planning the Research Project

Research objectives and plans, research designs, experimental designs, specifying data and acquisition methods, secondary data. Sources of data, local and International sources. Comparative data sources and associated problems.

Performing the Data Collection

Basic concepts of measurement and scaling, questionnaire design, the sampling process and selection, probability sampling methods, sampling size decisions, field procedures. Surveys questionnaire design, postal questionnaire, telephone and

personal interviewing, group discussions. Sampling errors, sample survey and forecasting.

Processing and Analysing Data

Data preparation and processing, data analysis and interpretation, analysis of differences, analysis of experiments, investigation of associations (dependence methods), investigation of associations (interdependence methods).

Forecasting

Demanding forecasting, Technological forecasting, Marketing modeling.

Gathering Marketing Intelligence

Sources of marketing intelligence. Challenge of gathering market intelligence. Interpreting company accounts.

Managing the Research Office

Challenges of managing marketing research office. Selecting the research staff. Library and office facilities. Setting the marketing research budget. Relationship of the marketing research department with the department.

Role of the Marketing Research Consultant

Using in-house researcher or external consultants. Selecting a marketing research consultancy organization. Multi-client research.

Presentation of Report and Follow-Through

Presentation of Research findings and follow-through, managing marketing research, ethical issues in marketing research. Breakdown of the report, writing the report. Preparation of figures and tables. Personal presentation. Drawing up marketing plans.

PRODUCT DEVELOPMENT AND MANAGEMENT

OBJECTIVES

- (a) To inculcate in the candidate the meaning of the term “product”.
- (b) To know the technical difference between consumer and industrial product classes.
- (c) To know the effect of product classes and the product mix on the planning of marketing strategy.
- (d) To understand the importance of branding and packaging as strategic to product marketing.
- (e) To understand the necessary components of the product mix strategies.
- (f) To understand the product adoption process.
- (g) To understand the functions of the produce manager.

SYLLABUS

Product

Definition of a product, tangible and intangible products. The essential components of all products(physical or intangible, extended and generic). Product mix, product value and product differentiation. The augmented product.

Consumer and Industrial Product

Definition of consumer goods, classification of consumer goods. Definition and uses of industrial goods. Natural products – farm goods etc. characteristics of natural goods.

Product Planning and Development

Product strategies, process of planning a product strategy. Product line and product mix strategies. Factors that can determine product strategy success or failure. Product research and product development. Test marketing and concept testing. The GO-NO-GO decision.

Product Branding and Packaging

Definition of branding, purpose for branding and usage. Brand development and branding strategy. Definition of packaging. Purposes of packaging. Forms of product packaging, designing etc. packaging has added value to strategic product marketing. Brand/trade marks and packaging familiar to consumers. Legal implication of branding and packaging to the manufacturer and trespasser. Social responsibility of branding and packaging.

The Product Mix

Validity of product modification, optional product modification. Optional product mix concept. Product pricing methods, product line pricing. Sale and profit projection requirement

Product Adoption Process

Product adoption process, the innovators, laggards, early adopters, late majority etc. significance of product adoption process to product marketing. The product disadoption process.

The product Management

The position of product manager on a marketing organization, functions and responsibilities. New product manager and mature product manager. Product management, product positioning and repositioning, product life-cycle and relate strategies-recycle strategies, take-off strategies, stretch and harvest strategies. Product line strategies stretching and shrinking product lines. Product piracy and passing off of product.

INDUSTRIAL AND SERVICE MARKETING

OBJECTIVES

To enable the candidates to:

- (a) Know the difference between “goods” and services and strategies related thereto.
- (b) Appreciate the applicability of marketing mix to Services Marketing.
- (c) Understand the applicability of marketing mix to financial services.
- (d) Appreciate the applicability of marketing mix to Personal and Skill oriented services business.

SYLLABUS

Scope of Services Marketing

Definition of services marketing. Examples of services marketing. Differences between “good” and “services”. Similarities between “good” and “services” etc.

Basic Concepts of Customer Relations

The concept of customer relations, methods of getting customers, methods of retaining customers, methods of handling customers complaints.

Marketing Concepts

Marketing concept as applied to Banking, Insurance, Hotel and Tourism and other services. Value of marketing research. Meaning of product development as a marketing strategy. Value of specialized promotional activities. Purpose of community relations and its effect on marketing.

Banking Services Marketing

Functions of financial Institutions, mortgage banking, money products and their markets. Market identification, company image, methods of distribution, role of advertising, conversion of advertising responses. Marketing functions in banking industry.

Insurance Services Marketing

The origin of insurance business. Functions of insurance to the society. Types of insurance products and their market. Insurance market segmentation. Distribution of insurance products, role of middlemen. Advertising insurance products. Regulatory authorities influence on marketing insurance products.

Marketing Hotel and Tourism Services

Nature of hotel and tourism business. Market creation including marketing research. Hotel operations. Customers’ satisfaction. Advertising hotel business. Sales promotion and publicity. Public relations and community relations. Traveling agencies. Role of IATA in traveling agencies. Commission and other trade attractions. Regulations agencies in hotel and tourism services. Ministry of commerce and tourism etc.

Other Services

Equipment leasing concept and marketing. Types of lease; advantages and problems of leases. Securities markets and securities marketing.

MARKETING MANAGEMENT AND CASES

OBJECTIVES

To achieve the ability to:

- a. Demonstrate skills necessary to identify and strategic marketing issues.
- b. Evaluate critically alternative strategic responses to management problems.
- c. Understand the input of various sub-divisions of management (e.g. marketing, finance) to corporate planning issues.

This paper is designed to test the candidate's knowledge in strategic areas of management. Candidates shall be expected to be able to analyse information presented in the case study using analytical tools and techniques. Concepts and principles already learnt in course of study for the various levels of examination of the institute as well as the practical knowledge possessed by candidates well researched cases shall be given to candidates who will be required to study such cases and propose the best course of action required to inherent in this case.

The cases presented are as practical and related to real life situation as possible and therefore partisan approach is not advised. Rather, issues should be perceived from an overall instead of a perennial view before solutions are presented.

The examiner will be looking at the candidate's ability to:

- a. Carry out appropriate analysis of the problems contained in the case study using appropriate techniques.
- b. Proffer alternative solutions for the identified and analysed problem(s)
- c. Select the best solution or sets of solution to be applied after having evaluated and ranked each of the alternative solutions already put forward
- d. Carry out an assessment of the effect of the course of action on the organisation in terms of sensitivity analysis and ethical consideration of the issues being considered.
- e. Present his report and recommendation in impressive layout and good English.
- f. Plan, implement and control chosen business strategies in a corporate framework

MARKETING COMMUNICATION

OBJECTIVES

To enable the candidates to:

- (a) To understand the nature and scope of marketing communication
- (b) To appreciate the communication process model in marketing communication.
- (c) To understand the external environment and its relationship to marketing communication.
- (d) To appreciate the importance of advertising as a component in the communication mix.
- (e) To understand types of media, their planning and selection procedure.
- (f) To know message design in advertising.
- (g) To understand the role and functions of advertising agencies.
- (h) To understand the methods of promotional appropriation.

SYLLABUS

Marketing Communication

Definition of marketing communication. The nature and scope of marketing communication. Barriers to effective communication.

Communication Process

Definition of communication process model. Definition of the promotional components. Difference among the promotion components e.g. advertising, sales promotion, personal selling, public relations/publicity. The benefit of each promotion mix, problems associated with each promotion mix.

External Environmental Communication

Definition of the external environment, external environment factors, relate the external environment factors to the promotion mix. The importance of environmental factors.

Advertising

Definition of advertising. The objectives and functions of advertising. The power of advertising. The role of advertising in Brand and Trade Marks of various media for mass communication. Criteria for media selection. The various problems involved in media selection. Media objectives for the plan. The size of the advertising budget. Media discount and how they arrived at. Media efficiency in media quality, circulation etc. media available. Media competition. The relationship of the product with its position in the change in a company promotional mix with the media. Media coverage as a strategy in media planning. Media reach and frequency as strategies in media planning. Medium continuity as a strategy.

Message Design in Advertising

The importance of a copy writing in advertising. Importance of copy-thinking (deciding what to say) copy format (different ways to arrange copy). Application of different elements of copy structure (headline, body and close). The procedures for the production of radio and TV commercials.

Media Scheduling

Definition of media scheduling. The different kinds of schedule. The application of media in various situations.

Role of Advertising Agencies

The role and functions of advertising agencies in Nigeria. The process of selecting advertising agencies. Advertising agency's remuneration methods. Association of Advertising Practitioners of Nigeria (AAPN), the Advertising Council of Nigeria (ACON) etc.

Methods of Sales Promotion

Definition of promotional budgets. Cost of advertising/promotion. The methods of setting promotional budgets, the benefits of each methods, the problems associated with method. Exhibitions and Trade Fairs, merchandising etc.

Public Relation

Definition of Public Relations. Distinction among public relations, advertising and sales promotion. Theories of public relations media. Public relations in a monopolistic market (industry). The Nigeria Institute of Public relations (NIPR).

PUBLIC ADMINISTRATION PRACTICE OPTION

PUBLIC HEALTH ADMINISTRATION

OBJECTIVES

Upon completion of the course students should be able to:

- Identify the main components and issues of the organization, financing and delivery of health services and public health systems in the Nigeria
- Describe the legal and ethical bases for public health and health services
- Explain methods of ensuring community health safety and preparedness
- Discuss the policy process for improving the health status of populations
- Apply the principles of program planning, development, budgeting, management and evaluation in organizational and community initiatives
- Apply the principles of strategic planning to public health
- Apply quality and performance improvement concepts to address organizational performance issues
- Apply "systems thinking" for resolving organizational problems
- Communicate health policy and management issues using appropriate channels and technologies
- Demonstrate leadership skills for building partnerships
- Identify future challenges for public health and potential solutions

CONTENT

Course Introduction (goals, responsibilities, expectations)

Overview of the Public health Administration

The future of public health in 21st
Defining Public Health Administration
Public health code of ethics
Ethics in Public Health Practice
Public Health Agencies: Local, State, National
Public Health Law and Legislation
Public Health Financing
Human Resources Management
Public Health Leadership
Using Information Systems for Public Health Administration
Assessment and Strategic Planning in Public Health
PHA's politics and policy processes
Problems of practical policy making in PHA
Framework for interpreting policy making
Evaluation of Public Health Interventions
Communication and Media Relations
Role of Public Health in Disaster Preparedness
Preparing for and Responding to Pandemics: Influenza
The Future of Public Health
Public Health Resources
Government Agencies

HUMAN RESOURCES MANAGEMENT

OBJECTIVES

To test the candidate's ability to:

Have a thorough knowledge and understanding of the responsibility typically exercised within the personnel function.

SYLLABUS

The Nature of Personnel Administration

Responsibilities of the personnel function

Relationship of personnel administration with the management: the power, authority and status of the personnel functions.

Philosophies of human resource management:

Centralization versus de-centralisation, control versus autonomy, the implications of the belief that human beings are an organizational asset.

Personnel policies against the background of corporate planning and corporate objectives.

Recruitment and career patterns within personnel management.

The changing nature of personnel administration, including the impact of participation and industrial democracy, information technology, multi-national enterprises.

Manpower Planning

Demand and supply forecasting; effect of new technology and other factors on the demand for goods and services.

Management succession and promotion policies

Labour turnover: measurement, classification and analysis

Problems of implementation for manpower planning

Recruitment and Selection

The systematic approach to recruitment and selection

Job descriptions and person specifications

Recruitment methods: advertising, the use of agencies etc

Selection techniques and their efficacy (including tests and interviews)

Evaluation of recruitment and selection procedures

Contracts of employment

Discrimination and equal opportunity legislation

Employee Training and Development

The systematic approach to training and development

Identification of training needs

Training techniques and methods

Evaluation and validation of training

Management development

Performance assessment systems (including appraisal)

Counseling and coaching

Remuneration Systems

Types of remuneration system and their applications

Motivational aspects of financial reward

Incentive schemes (including share options and profit-sharing).

Job evaluation and its derivatives

Fringe benefits

Employment Services and Administration

Health, safety and welfare

Sickness and absence

Employment protection

Termination of the employment contract: dismissal and redundancy.

Industrial Relations

The place of ideology in industrial relations: unitary and pluralistic frameworks

The causes and maintenance of industrial harmony

Collective bargaining

Nature of process of negotiation

Joint consultation

Discipline and grievance handling

Legal aspects of industrial relations

Personnel Records

Design and application of personnel records. Impact of computers on the personnel function.

The use of statistics as applied to personnel administration

Public Personnel Management

Institutional Mechanism and arrangement for managing personnel in the Public Sector. (Pre 1988 Reforms)

The Structure and functionalism of personnel management.

Specific rules and regulations guiding the conduct of each of the following will be examined: training, recruitment and placement, discipline, promotion and performance appraisal.

The conduct of Government business and its related impact on its personnel administration system

Fundamental outlines of the 1998 reforms

Industrial Mechanism and arrangement for managing personnel (Post 1998) Reforms

Fundamental and problematic issues raised in the management of personnel by the 1998 reforms

Specifically, this will be examined in relation to:

Professionalisation, structuralisation and politicization.

Fundamental issues of Administrative Reforms

Their impact and usefulness to the Public Sector in respect of the twin issues of efficiency and effectiveness.

Reforms to be discussed will include: Adebo Udoji, Cookey, Williams and 1988 Reforms etc.

Problems of public personnel administration in Federal Systems; including Nigeria.

Specifically, countries like India, USA and others will be examined in details.

Fundamental problems of public personnel administration in developing countries including Nigeria.

CO- OPERATIVE AND COMMUNITY ADMINISTRATION

OBJECTIVES

To test candidate's ability to;

Understand the origin and growth of modern Cooperatives; appreciate the role of international Cooperative alliance in promoting co-operatives.

Explain the basic concepts in, and the role of community development in national development; comprehend the basic principles and philosophies of community development workers.

Know the skills required for effective management of co – operatives and community development projects.

Syllabus

Co-operative Development

Fundamental principle underlining co-operative business; its origin and growth

The role of International Co-operative Alliance³ in the reformation of the Rochdalean principles in 1837 and 1966

Difficulties in the universal application of co-operatives principles.

Economic motives that necessitate the establishment of co-operatives.

Types of co-operatives and their growth patterns.

The historical development of the co-operative movement in Nigeria, Europe, America and India.

The role of the co-operative movement as a strategy for development.

Co-operative Field Administration

Various aspects of co-operative field work.

The process leading to formation of co-operatives and their incorporation under the law.

Co-operative office organization and the processing of documents.

Skills needed for running co-operatives; especially at the management level; manpower development as an important element in co-operative growth.

Costing and financing of co-operative ventures and related problems; inspection and audit procedures.

Community and Rural Development

Basic concepts in community development, including the concepts of felt-need; directives, non-directives, integrated, team and matching-grant approaches.

Role of community development in national development; importance of UNESCO's involvement in community development as a socio-economic and political programme.

Contributions of community development to social overheads like hospitals, schools, water supply, etc.

Principles, philosophies and roles of community development workers: principle of democracy and community work: concepts of inter-personal relationship and spirit of community work..

Community development strategies in Nigeria: the role of MAMSER/DFRRI, NYSC, Federal and State Governments and age-grade in community development.

Concept of evaluation, management and appraisal of community development projects.

Concept and themes of rural development; the origin, nature and character of the rural environment; relationship between the rural and urban sectors; philosophy, strategies, process and problems of rural development in Nigeria.

LOCAL GOVERNMENT ADMINISTRATION AND FINANCE

OBJECTIVES

To test the candidate's ability to:

Comprehend the basic concept and historical development of local government in Nigeria.

Know the role, functions and management of local governments.

Understand treasury administration: practice of local government accounting, the revenue generation and management methods.

SYLLABUS

The Theory of Local Government

The development of local government in Nigeria – colonial legacy, Administrative Reforms under the military.

Local Government Councils. Membership and responsibilities of Local Government Councils. Size of Local government.

Finance and personnel

The Nature of Local Government

Functions. Working Methods. Structure

Party politics; local government committee system: types composition and size.

Control of local government council

Committee arrangements; Committee procedures

Local Government Electoral System

Election qualifications and disqualifications. Election procedures; election tribunals.

Traditional Institutions

The typology of traditional institutions; structure; organizations.

The historical and culture basis of traditional institutions.

Changes in the system of traditional institutions.

Rural Resources Management

Management of resources for development at the local level.

Importance of planning and effective and efficient utilization land, water, forestry, minerals, energy.

Comparative Local Government Administration

Structure operation and impact of local government throughout the world.

Causes and consequences of major cross – national variations in structure and process.

A typology of local government systems.

The organization, functions and areas of local authorities.

Local Government Councils, internal arrangements, executives and administration.

The politics of local government.

Local Government Financial System

Historical background. Objectives of local government finance. Definitions of capital and revenue finance.

Financial security and economic significance of local governments.

Development of Local Finance in Nigeria

Local taxation for social services.

The 1976 Local Government Financial Report.

Sources of Government Financial Report.

Sources of Revenue

Internal sources- community tax, cattle tax, property tax, sales tax, income tax, fees, rate, borrowing.

External sources – grant – in aid. State and Federal. Other sources

Local Government Expenditure

Demand for services and local discretion.

Justification for local government expenditure.

Growth in local expenditure Categories of local government expenditures- education, social services, public welfare, housing, health, highways and roads.

Economic analysis of local expenditure. Attitudes of local government towards expenditure.

Local Government Budgeting System

Key functions of budgeting. Operating budget- revenues and expenditure.

The budget process – preplanning and policy guidance, preparation of estimate, review of estimates and budget formation, legislative review and budget adoption, budget administration, post-budget review and audit.

Financial Regulations and Control

Standing orders and financial regulations.

The legal basis of control. Aims of financial control. Internal and external controls. Budgetary control.

Auditing and Program Evaluation

Introduction to audit and evaluation. Types of audit- financial and compliance audit, economy and efficiency audit. Program results audit, internal audit.

GOVERNMENT ACCOUNTING

OBJECTIVES

This syllabus aims to test the ability of the candidate to: appreciate the fundamentals of public finance; show understanding of accounting principles and practice in public financial management.

SYLLABUS

Public Sector Accounting

Accounting Process

Legal basis of government accounting: constitutional provisions for budget; different stages of budget preparation; constitutional provisions for accounting and auditing. Powers and duties of Commissioner/Minister of Finance; the financial warrant; the nature of financial control of Ministry of Finance over other Ministries. Responsibilities of the Accountant/Auditor-General: the treasury system; details of the powers and duties of the Auditor-General; working relationship between the Accountant General and the Auditor-General. Federation Account: what federation account is; distinction between federation

account and revenue allocation laws; the financial relations with state and local government. Funds Accounting: principle of fund accounting and its application to non-profit organizations. Sources of Government funds: consolidated revenue fund; development fund; contingency fund; special and fiduciary funds; trust funds, treasury fund, etc; the legal basis (constitutional provisions) of the different funds; sources and uses of these funds.

Accounting Techniques

Nature of government accounting system: objectives of government accounting system; parties interested in government accounting informations. Major pronouncement on government accounting: professional pronouncement on government accounting system – the United States, the International Consortium on government financial management, the Institute of Public Finance and Accountancy; the effects of such pronouncements on government accounting system in Nigeria. Basis of government accounting: accounting for cash; accounting for commitment and accrual; their strength and weaknesses. Process of government accounting: the accounting structure in government; coding system and its advantages. Treasury control accounting system: relationship between the Sub-Treasury and Treasury Headquarters; different sections of the treasury and their functions; the duties of the sub-treasurer and revenue collectors. Bookkeeping process in government systems: the various kinds of accounting books kept and their uses – cash book, vote book, etc. the ledger system for revenue and expenditure; the system of checking accuracy. Consolidation: the process of collecting all necessary data for inclusion in final accounts; the process of preparing final accounts; the system of presentation of statements and reports; the uses of government final accounts.

PUBLIC POLICY ANALYSIS

Theoretical and conceptual frameworks for the study of policy formulation and decision-making processes. Policy and decision-making in emergency and unstructured situations such as war and other forms of crisis. Focus on policy-making that includes the roles of politicians, civil servant, public agencies, public opinion and pressure groups in the process of policy formulation. Methods and tools for the evaluation of public policies, role of government in trade, finance and economic planning vis-à-vis the private sector, etc. Examine stages of policy process, including policy formulation, implementation and evaluation. Also discusses development and methods of policy analysis.

Government relations with industry in Capitalist, Socialist and Mixed economics. An examination of government policies strategies and programme (including wages and financial policies) and their effects on industrial and commercial sector. An examination of Nigeria Law such as indigenization, industrial promotion, etc. degree, the position and roles of the public department of trade, industry, commerce, finance and economic scale industries and rural development.

RESEARCH PROJECT REPORT

OBJECTIVE

To develop the ability to apply the skills of judgment, analysis, evaluation and decision making to a specific situation.

The work project Report is not an easy alternative and candidates should give the matter very careful thought before deciding upon this option. Also there are three conditions that must be met.

It is Imperative to have full support of the employer so that ample opportunity to research a suitable administrative work situation can be made available.

The centre co-ordinator must agree to the proposal and that proper support and counseling is available.

The centre co-ordinator must agree to the proposal and that proper support and counseling is available and candidate's work may assess locally before it is passed to the institute's Examiners, for final marking.

A synopsis must be completed and approved by the IAMN Centre. Once signed a copy of the Project Proposal must be forwarded to the IAMN National Secretariat

Research Project Guide

The project should be chosen to allow demonstration of ability to apply one or more areas of theoretical knowledge to a practical situation. The actual title is important and should be chosen with care.

The project should be in the form of a written report to senior management and should, therefore, be presented in the correct format. It is not possible to state how long the report should be – it very much depends upon the breadth and depth of the subject – but, in order to qualify as a project, it should be not less than 5,000 words and should not normally exceed 7,000 words (excluding charts, diagrams and appendices).

The objective of the exercise is to provide an introduction to methods of research, in particular the collection, collation and presentation of information and the assessment of material and its methodical and intelligent examination. The project should aim to 'evaluate' rather than merely to be descriptive.

In presenting the Report candidates should demonstrate analytical skills, creativity, judgment, understanding of the range of knowledge in both the under graduate and post graduate Diploma Advanced Diploma syllabus and high level of communication skills



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