



THE INSTITUTE OF

REGISTERED ADMINISTRATIVE MANAGERS OF NIGERIA

POST GRADUATE DIPLOMA IN ADMINISTRATIVE
MANAGEMENT

PROSPECTUS & SYLLABUS

FOREWARD

This Syllabus in Administrative Management is designed to putting into consideration the staff nature of its activities. Thus, making it expedient for its practitioners to be multi-skilled to properly service functional departments and other staff departments. hence, this syllabus accommodates professional courses across functional boundaries in management.

It is important to point out that apart from Administrative Management traditional courses such as: Office Administration, Commercial Law, Office Procedures, law of Meetings, Organisational Management, Systems and Activities Management, Facilities Management, System and Information Technology, this syllabus also accommodated functional subjects such as Finance, Accounting, Marketing and Production Management. This deliberate effort is to ensure that when professionals in the discipline are performing their Administrative Management staff functions, they are able to appreciate the biasness of other functional Managers in order to serve them better in harmonized efforts towards attaining organizational goals. This need has instigated the review of the Post-Graduate Diploma subjects to accommodate such new subjects as Trust Administration, Pension Management, Entrepreneurial Development and management Consultancy to make the Graduate useful to themselves and / or their employers.

It is therefore the expectation of the Institute that by this syllabus, due diligence to principles, procedures, methods and organizational management of every organization (private or public) will be enhanced so as to reduce the incidences of systems failure due to human errors and deliberate subversion of lid down organizational and operational procedures and methods.

However, the Institute expects feedback from the academia, employers of the Institute's Members and other informed groups on possible areas for improvement on subject contents, structure and delivering. In this regards, the Institute acknowledge the encouragement in form of commendation from the following persons and organizations: Prof. H.I.J. Amadasu of University of Benin, Edo State, Prof. Aminu A. Ayuba Dean of faculty of management sciences of University of Maiduguri, Borno State, Dr. Aliyu Mamman – Director of CABS, Kaduna Polytechnic, Kaduna., Dr. Bukar Abdullahi – Rector of Federal Polytechnic, Damaturu., Mr. Duru Innocent – Registrar Federal Cooperative College Kaduna., Dr. P.N. Esuga Dr. E.O. Izegeagbe, Directors, Feed Masters LTD, Kaduna and other persons who space may not allow to mention.

OBOIGBE VICTOR, f.inst.AM
Registrar / Chief Executive Officer

INTRODUCTION

Institute of Registered Administrative Managers of Nigeria also known as **Council of Registered Administrative Managers of Nigeria** is established under the Act 1 Cap 59 of 1990. The Institute's International Membership includes Directors, Executives, Academics and Managers at all levels of private and public sectors. The Institute of Registered Administrative Managers of Nigeria (IAMN's) range of publications, products and learning resources are designed to benefit Students, Members and Professionals who are committed to professional development and lifelong learning.

The Institute of Registered Administrative Managers of Nigeria is built on operational framework of sound administrative and managerial vision that is deliberately modeled to that of the Institute of Administrative Management (IAM), London and other international bodies from whom of course it enjoys technical support. This added advantage is expected to afford Members of IAMN the opportunity to get the right exposure and international recognition within the shortest possible time. The board of Governor of the Institute is made of tested and well proven Entrepreneurs, Business Executives, Reputable Politicians and proven Men and Women in the academia. The primary objective of the Institute is to have an association of Men and Women who are equipped and constantly keeping abreast with evolving skills, knowledge and experiences in management administrative practices which are encouraged to be applied by Members to their individual and corporate administrative challenges.

INSTITUTE'S PROFESSIONAL PHILOSOPHY

The promoters and management are aware that "knowledge custodians have a social responsibility to it use, hence a call to professionalism is a call to social obligation on when and how it is applied. Otherwise, the evil of free market societies will be echoed at the expense of good tidings of capitalism". Therefore as the Institute create platforms that seek to promote her Members intellectual insight, she constantly puts in the consciousness of her Members that their success shall be valued more if their professional prowess import positively on their environment even as they balance these import with stakeholders interest.

VISION

Have Administrative Management stand shoulder to shoulder in community of Professions world-wide.

MISSION

To be the most referred Institute on matters which bother on administrative management in Africa and beyond.

OBJECTIVES

Some objectives for which the Institute is established include the following:

To promote and develop, for the benefit of the public, the art and science of Administrative Management.

To provide an organisation, national and international in scope and activity, for all Administrative Managers in both public (MDA) and private sectors.

To help bring to the consciousness of small and medium scale enterprises (SMES) the desirability of information management and its tools for improvement on decision in office places.

To hold examinations in Administrative Management and other allied subjects relevant to the profession and to issue certificates on the results thereof and to make other awards as desirable.

To assist members in obtaining suitable remunerative employment and assist them in any way possible in their administrative Management practice.

To hold Conferences, Seminars, Symposia, Meetings for the discussion of Administrative Management and duties.

To do all or any of the above things in any part of the world and as principals trustees and otherwise, and either alone or in conjunction with others.

MEMBERSHIP

Membership shall either be by examination or by election upon meeting some stipulated criteria. Thus, whatever channel, every potential member must show sufficient evidence of practical experiences to be qualified for election into any of the three categories of membership: Associate, A.inst.AM; Full-Member, M.inst.AM; Fellow, F.inst.AM. The Governing Board, which is the highest decision making Body can give some concessionary membership award to some special individuals that the Board considered of strategic importance both to the Institute and enhancement of managerial skills and development generally. All applicants for election are to be recommended either by a Member of the Institute or by any person of credible professional status who can vouch for an applicant's character and competence.

CAREER PROSPECT

The programme is designed such that Graduate enjoy both educational and professional career growth. This is achieved through networking with the employers of labour, employment consultants and academic Institutions.

MEMBERSHIP

GENERAL:- Except by special award by the Governing board, admission to Membership will be by passing the prescribe examination of the Institute.

Acronym for each of the Membership levels (Fellow, Full-Member and Associate) are: f.inst.AM, M.inst.AM and A.inst.AM respectively.

REQUIREMENTS FOR ELECTION INTO THE THREE CATEGORIES OF MEMBERSHIP

ASSOCIATE (A.inst.AM)

For election as an Associate Member of the Institute, an applicant must have passed the Institute's professional membership qualifying examination and be at least twenty-five (25) years of age and must not have had less than ten years post graduate professional working experience.

FULL-MEMBER (M.inst.AM)

To be considered as a full-member of the Institute, an applicant must have had not less than fifteen (15) years relevant working experience, six of which must be of a Senior Administrative position.

FELLOW (F.inst.AM)

This is the highest grade of Membership, it is required that any applicant to this membership grade should have passed through the two preceding membership grade levels. A successful applicant must be at least thirty-five years of age and must have had not less than twenty-five (25) years relevant professional working experience of which ten (10) years must be in a Senior Administrative position in a reputable private or public establishment.

POSTGRADUATE DIPLOMA IN ADMINISTRATIVE MANAGEMENT

Objective

This course is designed to encourage Graduate of related and non-related disciplines to acquire extensive skills and knowledge for leadership capacities required to function in an Administrative Management environment, to provide opportunity for such Managers with managerial position but do not have commensurable educational exposure in administrative management, equip Graduate with employable skills, further enhance the productivity of trained Managers, serve as fast track to the membership of the Institute and to provide further academic opportunities.

The Institute is achieving this by exposing and testing candidates through a way structured and dynamic examination syllabi which are expected to equip the Graduates to sufficiently tackle the challenges they will meet in real work environment.

ENTRY REQUIREMENTS

Holders of B.Sc, HND and equivalent certificates in any discipline, holders of professional membership certificates such as ACA, ACIA, ACIS, ANIM, ACIBN, ACMA, ACCA etc.

Duration

It is expected that within twelve Months, an average Candidate should complete the Post-Graduate Course

Examination Period / Time Table

The Institute's Examinations hold twice every year as follows:

Post Graduate Diploma in Administrative Management-April, August and December

Ordinary and Advance Diploma in Administrative Management – June and December

The time-table for each Examination is released two Months preceding the Examination dates.

Exemption Procedures

Candidates applying for exemption should obtain and complete the Exemption form and return same to the Registrar/Chief Executive, the Institute shall notify every candidate the appropriate exemption fees(s) for subject(s) for which exemption(s) is granted.

Examination Entry

No candidate may enter for any of the Institute's examinations 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.

Examination Results

Each candidate will be notified of the results of the examination by post and a list of successful candidates will be displayed on the notice boards at the Institute's secretariat. Candidates may be notified of their results by e-mail, or by fax.

**POST-GRADUATE DIPLOMA IN BUSINESS MANAGEMENT
COURSE OUTLINE**

Part One

Financial Reporting Fundamentals
Management Principles and Practice
Administrative Communication & Report Writing*
Management Processes*
Managing Information Analysis and Presentation
Public Administration
Managing Markets
Business and Nigeria Labour Law
Project and Contract Management

Part Two

Managing financial Resources
Purchasing and Supply Chain Management
Managing Facilities
Trust Administration
Pension Management
Management Appraisal
Entrepreneurial Development
Management Consultancy

Case Studies or Research Project

Electives

Farm Management
School Management
Local Government Administration

DETAILED SYLLABUS

PART I

FINANCIAL REPORTING FUNDAMENTALS

OBJECTIVE

To test candidate's ability to demonstrate knowledge of the principles, concepts and scope of accounting systems; record business transactions (using manual and computerized methods) and prepare financial statements for incorporated and non-incorporated businesses.

SYLLABUS

The Role of Accounting

The purpose of Accounting. Accounting as an information system for internal management and external stewardship. The range of services provided to an organisation by the accounting functions. The main financial statements and the needs of their users. The framework of major concepts and conventions on which accounting is based.

Accounting Conventions

The entity-distinction between the entity and its owner, monetary measurement, going concern, consistency. Conservation and matching and their application to the recording of transactions and drafting of accounting statement.

Accounting Principles

Double entry book keeping and accounting systems. Purpose of accounting records. Form and content of accounting records (Manual and computerized). Books of original entry including journals. Sales, purchase and nominal ledgers including control accounts. Cash and bank accounts, bank reconciliations, petty cash. Trial balance, accruals, prepayments, and adjustment including error and fraud.

Classification of Revenue and Capital Expenditure

Fixed assets register. Depreciation including various methods of provision. Research and development. Goodwill. Current assets and current liabilities. Provisions, Reserves and contingencies. Post balance sheet events.

Preparation of Financial Statements

Sole traders, clubs, societies, partnership and limited companies. Receipts and payments accounts. Income and expenditure account. Trading and profit and loss account. Balance sheet. Treatment of changes in the constitution of partnerships. Accounts for information and for decision-making. Cash flow statement, ratios.

MANAGEMENT: PRINCIPLES AND PRACTICE

OBJECTIVE:

To enable candidates:

Have a clear understanding of the nature of human behaviour in organizations and how it influence the role of the Manager

Identify a range of behavioral theories and concepts and apply them in practical situations

Achieve an in-depth understanding of the process of managing people and the factors which help or hinder effectiveness

Understand the nature of management across national boundaries and the influences which different organizations and cultures have on management

Have basic knowledge and skills for management decision making

SYLLABUS

Nature of Management

The field of business administration. Concepts and levels of organisation, and organizational structure of Management. Accountability and administration of organic business functions.

What managers and top administrators do in organisation.

Management and its roles in modern Organisations

Historical evolution of management, Arts and Science of Management and Theories of Management

Systems Approach to Management

Managing the total organisation, using the system approach, Organisations as open-social systems. System of inputs transformation, process, outputs, and feedbacks. A the concepts of Strategic Business Units. The functions performed by Manager in organizations, their rationale and limits of controlling business activities and behaviour. Setting objectives, types of planning and organizing resources.

The Management Process

The functions performed by managers in organizations, their rationale, and their limits on controlling business activities and behaviour. Setting objectives. Type of planning and organizing resources.

Management Functions

Planning, Controlling and co-ordinating activities, decision making, directing innovation and motivation personnel, organizing and staffing; proving leadership by reducing or preventing uncertainty. Making decisions, Management knowledge. Skill and behavioural styles in Nigeria.

Motivation

Definition of term and meaning, theories of motivation (e.g. Abraham Maslow, Hertzberg, Vroom, etc.) Financial and non-financial incentives, limitations of financial incentives as a motivation tool.

Leadership

Definition, theories of leaders, functions, qualities and characteristics of a good leader, leaders method and styles, women in management leadership positions (leadership traits, characteristics, problems and prospects)

Controlling

Definition of terms, types of control, control process, Tools of control, Meaning of Management by Objective (MBO) and Management by Exception (MBE), goals, tactics and strategies. MBO and MBE processes, usefulness of MBO and MBE

Management Practice

Management techniques observed in Nigeria organizations, new concepts of management that may be applied in Nigeria. Measuring the performance of organisation. Making changes in existing parastatals and business establishments in Nigeria.

Functional Management

Management in functional area in detail: Marketing management, production management, financial management, office management, personnel management and labour relations.

Organisation and Personnel

Nature and analysis of organsiation-scientific, Behavioural and System Approaches. Organisational environment-Formal and Informal organisations, Power, Authority, Responsibility and delegation Structure or organisation, Communication, Co-ordination and conflict.

People and Organisation

Motivation, Job Design, Remuneration, Participatory management, Leadership and leadership Styles, Recruitment, Appraisal and Training Collective Bargaining

Decision-Making

Problem-solving technique, Decision-making processes, Structured and unstructured decisions, Team decision-making and empowerment and Implementing decisions.

ADMINISTRATIVE COMMUNICATION AND REPORT WRITING

OBJECTIVE:

To equip students with the communication techniques and skills needed to operate more efficiently and effectively in Volatile business environment.

To develop necessary skills and techniques in identifying the information needs of their organisation.

To broaden the intellectual scope of students to manage and package information in such a way that it becomes useful for decision-making.

To equip students with the knowledge and skills needed for effective speech writing and presentations, which will enable them operate as professionals in definite management areas;

SYLLABUS:

Communication skills in the public service and private sector:-

- Minutes writing
- Drafting
- Memo/ Letter Writing
- Routine Reports.

Introduction and structure of Mass Communication

Principles and application of interviewing

Inter-personal relationship

Communication in formal and non-formal settings/situations

Crisis management strategies

Serving panels of Inquiry

Agenda, Minutes of meetings

Communication media

Business correspondence e.g. Business Letters, Letter promoting Goodwill, Enquiries and Replies, Quotation, Estimates, Tenders, Wills etc.

Seminars, Workshop, Symposia, Conferences, Meetings etc

Preparation of Council/Cabinet Memoranda

Preparation of Communiqué

Speech Writing/Presentation

Write/Presentation of Proposals

Contract Agreement Formats

Reapportioning Skills

Negotiation Skills

Preparing for and supporting the public Speech

Organizing and Delivering the Public Speech.

MANAGING PROCESSES

OBJECTIVES

A key need in this syllabus is to develop Awareness of the importance, and opportunity for application of systems thinking. System thinking provides a framework for managers, particularly when problems met do not fit into a linear model, Organizational issues are complex, they are dynamic, interlinked and characterized by uncertainty. In turn the processes that must be managed are the practical application of systems thinking.

Yet a framework, no matter how diverse, is not enough. The use and application of information, its strategic implications and the supporting role of information and technology must be investigated within the wider context of solving problems and taking decisions.

By developing systemic models, framework and by utilizing tools and aids to support decision making, managers are encouraged to manage through systems as an integrated activity.

It is not enough to solve problems if the structures and thinking which create them are not addressed. A fundamental part of real solutions rests with the way systems are designed. The way we structure and operate processes and how systems use information in a strategic role are integral to the effectiveness of administration.

Theories of Systems & Control

The Systems Approach

General Systems model of an Organisation

Physical, Management and Information Systems

System Thinking

Control System and Feedback

Control Systems Behavior

Holistic Properties

Managing Information for Problem Solving & decision Making

Presenting data and information

Obtain, evaluate and exchange information

Problem definition and identification

Decision making Models

Organisation Decision – Making environments

Strategic Management Model

Information System and Strategy

Roles for information Systems

The Information Management Partnership

Management Information Systems and Information Technology

Trends and Developments which affect strategy

Strategic management Models

Managing Information and Systems for Strategic Advantage

Designing and Developing Systems

Information Systems and Structures

Recording and Storing information

Influences on Design

Information support facilities

Hard and Soft Systems Methodologies, the Holonic approach

Managing Phases of Systems Development

Management for integration

Managing System as an Integrating Activity

Role of MIS in strategic planning

Systems management and use of information systems

MANAGING INFORMATION ANALYSIS & PRESENTATION

OBJECTIVE

The use of numeric data and information in describing and analysing solution is referred to in a variety of ways. Labels such as statistics, mathematics, quantitative techniques, simulations and operation research. In this module there is no attempt to cover all of these areas of use to the Administrative Manager.

A key aim is to make the point that numerical data may not be informative. Data may require computer manipulation and Human analysis and evaluation to be useful in decision making. Increasingly, computer will act in partnership with managers to enhance the contribution of numeric data and information to the problem solving process. This syllabus offers the opportunity to explore the interface between the human manager and technology. Where possible a Case Study approach is advised making maximum use of information technology facilities.

Information Management

Formal model

Quantitative approaches to Decision making

Monitoring the Business Environment

Quantitative techniques and Business Function

Presenting Data and information

Graphs and Equations

Spreadsheets

Information Systems

Model and Simulations

Production and Control

Techniques for Planning, Scheduling and control of production activities

Production Control

Probability theory

Normal Distribution

The estimation Problem

The Significance Problem

Marketing and Market Research

Marketing

Marketing research

Census

Sample

Quota Sampling

Production Design and Development

Planning Design and development

Decision Analysis

Bayes' Theorem

Framework for Decision Making
Decision trees
Critical Path Analysis

Human Resource Management

Labour turnover Measurement
Manpower Planning quantitative techniques

Inventory Control

Economic Order Quality (EOQ)
Just In Time (JIT)

PUBLIC ADMINISTRATION

OBJECTIVE

To test the ability of the candidates to:

Comprehend the general principles and the historical development of Public Administration.

Analyse political process and development in Nigeria.

Appreciate administrative theory, its functions and how it permeates Public Administration Practice.

Understand Administrative Law; the administrative authority, their powers and control; the local Government bye-laws.

SYLLABUS

Elements of Government

Methodology of political science.

Fundamental concepts of the disciplines.

Influence, power and authority; ideology.

The States and types of States

The political system, its structures and functions

Political culture and political institutions-executives, legislatures, judiciaries, bureaucracies, armies, elections, parties and interest groups.

Nigerian Government System

Analysis of political processes and development in Nigeria since independence.

Constitutional development.

Basic principles and procedures of the Nigerian Government system with issues and trends.

Evolution of Federal system of Government in Nigeria.

Federal and State relations.

Functions and problems of State Governments.

Inter-State conflict and co-operation.

The impact of the military on Nigerian government and politics.

Administrative Theory and Bureaucracy

The concept, origins and the importance of administrative theory.

The scientific management theory.

The meaning of Organisation and Bureaucracy; the elements, models, merits and demerits of a bureaucratic set-up; bureaucracy as a process of administration in Nigeria.

The principles of formal organisation; the theory of Human Relations Behavioural, and general system; their differences.

The models/approaches to decision-making; the environmental factors, and their problems.

Administrative Law

Definition and concepts of Administrative Law; its historic evolution in Nigeria.

The law and practice governing the organisation; personnel powers, functions, rights, obligations and responsibilities of public authorities.

The legislative, executive and judicial powers of the administration; judicial and quasi-judicial powers of the ministers and Commissioners; Administrative Tribunal and Delegated Legislation.

The National Assembly and State Assembly Control; the judicial control process; the principle of natural justice; statutory enquiries and special tribunals; the availability to the public of the Administrative Authority and Powers; the powers and functions of the OMBUDSMAN (Public Complaints Commission).

The powers required for the principal administrative activity in the modern States; the nature and limits of discretion; the liberties of the citizens' charter.

The local government bye-laws, power in market, motor parks, etc.

Local Government Administration

Basic concepts; role in community development; functions; historical development ;role of Traditional Rulers; comparison of local government in other countries.

Local Government Finance

Financial structure and sources; duties of treasurer; responsibilities of supervisory councilor for finance; duties and responsibilities of cabinet and finance/general purposes committee; preparation and approval of estimates; procurement and control of receipts; duties and responsibilities of revenue collectors; store-keeping and maintenance of stores items; investment and renewals funds.

MANAGING MARKETS

OBJECTIVE

To develop an understanding of the “Marketing Concept” and its far-reaching implication for the strategy, organisation and culture of a business or not-for-profit entity.

To develop an understanding of the nature and role of Marketing Planning processes, using the Marketing Mix Concept.

To develop the ability to apply marketing thinking and strategies in the management of an organisation.

To develop an understanding of the nature of Public Relations and the need to manage the relationship of an organisation with its publics.

SYLLABUS

The Marketing Concept

Marketing as a philosophy and culture of business
Production orientation and
Sales orientation
Strategic concepts conducive to effective marketing

The Marketing Mix

The nature of Marketing Planning
Techniques of marketing Planning
The central role of information in Marketing Planning
Marketing through Research
The “4p’s” model (and alternatives)
The product life Cycle concept
Pricing Strategy and Production Positioning

Applying Marketing Thinking

Marketing a case for customer-orientated approaches to management within a particular organisation.
Recognising inhibitors to the development of a marketing culture
Preparing the case for a Marketing through Research strategy in a particular organisation
Preparing and issuing a Marketing Research brief.
The links between Total Quality and marketing approaches to management
The use of in-house information as a valuable basis of marketing planning
Relationship Marketing

Managing Public Relations

The nature of Public Relations, recognising that an organisation has many “*publics*”
The distinction between Public Relations and Press Relations
Managing Public Relations to support the achievement of Marketing Objectives
Public Relations in Crisis Management
Appreciation of the bases of Press Relations

National perspectives; National Vocational Qualifications (NVQs),
Competence bases training versus Capability based training

MEETINGS AND CORPORATE LAWS

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’, and the purpose and contents of the memorandum and articles of association.
Corporate capacity to contract.

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.

Meetings

General principles and practice relating to meetings including rules of debate. Formal or procedural motions. Preservation of order at meeting. Law of defamation as it applies to meetings. Recording result of meetings including minutes of narration and minutes of resolution.

Company Meeting

Knowledge of the law and conduct of, and procedure at, meeting of companies governed as by Companies and Allied Matters Decree of 1990, and the leading cases relating thereto. The duties of the secretary before, during and after meetings. The different kinds of company meeting and of resolutions thereat. Term used at meetings e.g. notice, quorum, agenda, minutes etc. Memorandum and Articles of Association- the powers and duties of a Chairman, adjournment and postponement; voting and proxies; constitution etc. Admission of the press.. Newspaper reports.

Local Government Meetings

Knowledge of the law and conduct of, and procedure at council and committee meetings including the statutory provisions and leading cases relating thereto. Duties of the clerk before, during and after meetings. Notice of meeting. Constitution. Quorum, agenda, minutes. The powers and duties of a Chairman. Voting Disabilities. Standing orders. Admission of press and public. The committee systems and its operation.

Parliamentary Meeting

Procedure. Legislative houses. The legislative processes.

Law Of Meetings

Definition and scope of meeting, Regulations governing meetings, Quorum, Adjournments, Practical work of the secretary in preparing form 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.

Corporate Administration

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

PROJECT AND CONTRACT MANAGEMENT

OBJECTIVE

This syllabus aims to test the candidate's ability to: Understand the principles, practices and techniques for the management of commercial projects.

SYLLABUS

Introduction

Formal Project Management is progressively becoming the basis of a structural approach to successful achievement of significant change where a multi-disciplinary approach is essential. Projects can range from construction to refurbishment of premises; the introduction of new Information Technology systems, to outsourcing of contract to supplier for work previously carried out-in-house, such as facilities management or other operations. The Professional Administrative manager in both the private and the public sector should have vital role in the planning and control of projects.

Project Management Methodology

The varying nature of project work in business. Setting objectives for projects. Planning organizing, co-ordinating and controlling projects. Teamwork, Leadership and motivational aspects of project management. The use of IT software system for improved project and contract management.

Project Appraisal and Assessment

Project appraisal, including methods of investment appraisal and assessment of risks. Pre-contract considerations with regards to the use of consultants, hire of staff, joint ventures and sub-contractors. The use of project partnering and best value. Using tendering processes taking into account the EU Procurement Directives, award criteria, open, restricted and negotiated procedures.

Contractual Issues

Approaches to the development of contract strategies, competitive or negotiated, turnkey or multiple, design/build/and operates. Developing the contract; the specification. Performance measures and the contractual terms. Sub-contracting and assignment, including contractual relationships and the purchaser's (employ's) rights, the extent of contractor's liability and nominated sub-contractors. Pricing methods. Acceptance of tenders. Legal considerations with regard to the choice of contract terms. Dispute resolution. Clauses covering payment, default, unforeseen circumstances, delay and liquidated damages, defects and maintenance, indemnity and insurance, patents and copyright.

Contract management

Contract control, including network analysis techniques, measuring and reporting progress. Cost control with regard to certification and payment. Management and negotiation of variations and claims. Monitoring and negotiating improvement to performance. Contract closure, liability for defects. Post implementation appraisal.

MANAGING FINANCIAL RESOURCES

OBJECTIVE

Effective Managers in all sectors must understand and be able to use financial information. Finance is the common language that facilitates management decisions. It is the language that enables a manager to quantify the scarce resources under his/he control or influence.

This module aims to develop a working understanding of the concepts of management accounting and business Economics that is essential for the sound management of resources. The aim is to develop skills of quantification, analysis, Problem solving, resource option and decision taking in relation to the management of resources. These skills will be developed in the context of frameworks overall of business and organisational strategy.

Resources available to management do not just materialise. They need to be sourced. The Contractual basis of such sourcing needs to be understood by resource managers. Contracting for the supply of resources and services is becoming and increasingly important activity of managers and senior administrators as organisations extend the use of outsourcing strategies and Supply Chain Management concepts. This module therefore includes the negotiation and management of contracts for resources.

Financial aspect of Administration

Published accounts formats and legal/accounting regulations – including cash flow statements
Current thinking on valuation and recognition of assets
Performance analysis - ratios
Funding-share, loans
Financial resources to meet operational plans

Management Accounting

Budgeting - loan term, annual, cash, capital appraisal
Costing methods - Job & Batch, Contract, Process, Service
Introduction to Costing Techniques
 - Marginal Costing make/buy
 - Standard Costing
Using and presenting management accounting information effectively

Forecasting and Modeling

Forecasting – the foundation of Business Plans
The nature of pricing in the forecasting and budgeting process
Financial models using spreadsheets
Discounted cash flow – technique and uses
Decision making techniques

Financial Resourcing

Analysing financial needs
The care for financial resources
Monitor and control financial resources

Contract for the Supply of Resources & Services

Introduction to Contract Law
Managing and Handling contracts
The Contractual Process
Monitoring Contractual performance

PURCHASING AND SUPPLY CHAIN MANAGEMENT

OBJECTIVE

This syllabus aims to test the candidate's ability to: understand the strategic management of the supply chain; demonstrate knowledge of the tactics and techniques for the control of supply chain operations; know the indepth characteristics of international purchasing.

SYLLABUS

Strategy Supply Chain Management

Development and evolution of purchasing and supply function. The role, objectives and contribution of supply chain strategies to corporate strategy and the strategic planning process. Strategic supply chain framework-operation of supply chain strategies through all functions of business. Configuration and co-ordination of the supply chain in markets. The control and creation of added value. The role of the strategic supply chain in the design of products and services, product and services development, product design process models, and product life cycles. Environmental procurement and the implications for the supply chain. Review of differing definitions of materials and logistics management.

Supply Organisations and Structures

Definition and assessment of organizational structures. Definition and assessment of purchasing and supply structures. Relationship between organizational and purchasing structure objectives etc. centralization and decentralization of decision-making and operations in complex organizations.

Tactics and Operations

Specifying and Managing Quality

Specifying quality and the development of specifications. The buyer's role in formulating Specifications. Specification and costs. Standardisation and variety reduction. Value analysis and value engineering. The use of company, national and international standards. The 'tools of quality management'-SPC, histograms, fishbone diagrams, flow-charts, pareto analysis, Tell charts. Off-line quality techniques such as Tugachi methodology. Quality function deployment. Failure Modes and Effects Analysis (FMEA). Total Quality Management. Managing Service Quality. Maintaining quality standards in outsource services.

Sourcing and the Management and Development of Suppliers

Vendor assessment and vendor rating. Selecting quality capable suppliers. Early Supplier Involvement (ESI) and Early Buyer Involvement (EBI). Assessment and development of appropriate suppliers. Use of supplier management teams. Simultaneous engineering and cross functional teams. Outsourcing.

Matching Supply with Demand

Inventory control and the economics of stock management. Independent demand, fixed order quantity and periodic review systems. Dependent demand and buying for materials requirements planning (MRP), manufacturing resource planning (MRPII), and distribution requirement planning systems (DRP). Buying for kanban and just in time systems. Lean supply. Make or buy decisions. Optimizing stock turnover rates and service levels. Consumables (or maintenance repair and operating suppliers). Purchasing for resale. Approaches to forecasting.

Capital Buying

The co-ordinated approach to capital buying. The nature of capital buying. Life cycle costing. Investment appraisal. Terms and conditions, payment arrangements. Defects liability and after sales support.

Buying from Overseas

Reasons for buying abroad. Problems of buying abroad. Import procedure, Incoterms. Buying capital items from overseas. Currency management and payment arrangements.

Commodity Buying

The nature of commodities and the main commodity markets. Speculation and the role of the speculator. Future contracts and hedging, and options. Cost averaging and budget buying.

Transporting Goods

Inbound, outbound and internal movement. Modes of transport-advantages and disadvantages. Integrated distribution systems. Total distribution costs and their minimisation. International freight movement.

Information Systems

Manual and computer-based transaction processing in the supply chain. Integrated information systems internal and external networks, including electronic data interchange (EDI) and Electronic point of sale (EPOS). e-Purchasing and e-Commerce. Use of bar coding in operations and inventory

MANAGING FACILITIES

OBJECTIVE

To provide an appreciation of the requirements of organisations and people from the facilities they occupy for the satisfactory achievement of their goals.

To develop managerial skills in the key areas of managing facilities.

To develop understanding of the impact that managing facilities have for the organisations effectiveness, efficiency and corporate responsibility.

The Nature of Facilities Management

Function of facilities management

Facilities management philosophy

Facilities management as a business function

Ethical and environmental concerns
Facilities management as a quality management function

Buildings

The basic construction of buildings and the services, materials and components used in them
The selection and acquisition of office facilities

Management of Facilities

The management of space
Centrally provided services
Maintenance strategies
Managing Client contractor interfaces

Modifying or Acquiring Facilities

Organisation of the construction industry and the related professions
Operation and construction of project teams
The preparation of a project and specification brief

Legal Framework

Understand the legal framework of Facilities Management including planning law and building regulations, environmental health, and safety at work and fire regulations

Lease Administration

Lease and licenses
Considerations involved in the decision to buy or lease
Contents of a typical commercial lease
The responsibilities of landlords and tenants in multi-occupied premise

Environmental Issues

The management of waste including:
- “Green” issues;
- Security issues
The impact of workplace design

Facilities Management Software

Requirements of a facilities management system
The contribution of Computer Aided Facilities Management (CAFM)

TRUST ADMINISTRATION

OBJECTIVE

To test the candidate’s ability to:

Understand the basic concepts and general principles and objectives of trust administration, including law of bankruptcy.

Apply the knowledge gained to the specific functions and duties of a chartered administrator.

SYLLABUS

Basic Concepts

Special features of Nigeria Law of Trust-Applicable Law-Customary concept of trust-the position of the head of the family.

Trust, settlement, trustee, settler, beneficiary, nominee, legal and equitable ownership.

Categorization of Trusts

Express and implied trusts, trusts arising by operation of law, secret trusts in wills, resulting and constructive trusts.

Trusts in land, trust for sale, co-ownership.

Family trusts-fixed interest, discretionary powers for appointment and revocation, accumulations and maintenance, annuities, protective trusts, jointly owned property

Corporate trusts, pension funds, employee share ownership schemes, debenture and loan stocks, unit trusts investment trusts.

Trusts for charitable and other purposes

Creation and Validity of Trusts

The settlor-capacity: the effect of insolvency and mistake

The rules against accumulations and perpetuities

Advices to settlor; typical provisions and clauses

Office of Trustee

The appointment, discharge, removal and retirement of trustees

Particular types of trustees: managing and custodian, bare, pensions, public.

Trust corporations as trustees, position of professional trustees.

The distinction between trustee and personal representative.

The Duties, liabilities and Rights of Trustees

Duties, including control of trust assets, investment, balance between beneficiaries.

Exercise of discretion, not to make unauthorized profit, avoidance of conflict of interest, to act personally, accounting to beneficiaries, keeping accounts books and records required.

Powers:

Statutory and express, including investment borrowing, accumulation, maintenance, advancement, delegation, land, other administrative and dispositive powers.

Liabilities to the beneficiaries, to third parties, breach of trust Rights: indemnity for expenses, remuneration (including corporate trustee, public trustees)

The Beneficiaries

The nature of a beneficial interest under a trust assignment and charges-priorities.

Different types of beneficial interests, present and future interest, vested and contingent, conditions and apportionment.

Powers management and control

Remedies for breach of trust-tracing, damages, contribution, injunction, accounts, delay

Duty to indemnify trustees-impounding

Effect of adoption, illegitimacy, legitimacy and incapacity (legal or mental), divorce.

Variation of Trusts

Rectification, revocation

By the beneficiaries and by application to the court

International elements: foreign trustees, beneficiaries' investments

The export and import of trusts.

The use of trusts in Estate and Tax planning (in outline)

The relative merits of different types of family trust for planning purposes (both lifetime and will trusts)

The application of the rules of income tax, capital gains tax and inheritance tax to the creation, administration, variation and termination to trusts.

The use of trusts in planning by life assurance and pensions.

Bankruptcy Law

The provisions of the Bankruptcy Act 1990 relating to Acts of bankruptcy.

Issue of receiving orders, composition and schemes of arrangement; adjudication and discharge

Appointment and powers of official receiver and trustee in bankruptcy, property available, proof of debt, statement of affairs and deficiency account.

PENSION MANAGEMENT

OBJECTIVE

To test the candidate's ability to:

Appreciate business-related insurance

Understand the basic principles of administration of pension schemes

SYLLABUS

Risk Management

The types of risk that exist in business and in life generally. Distinctions between insurable and uninsurable risks. How insurance handles risk-the insurance pool, reinsurance and co-insurance. Risk management-identification and analysis of risk, risk reduction, transfer of risk.

Insurance Law

Utmost good faith. Insurable interest, indemnity, subrogation and contribution. Claims settlement and the application of the indemnity principles. Proximate cause.

Classes of General Insurance

Insurances of property-fire, special perils, theft, "All Risks" covers. Pecuniary loss-business interruption, fidelity guarantee, insurances of liability-public liability, employers' liability. Insurances of transportation-private and commercial vehicles, goods in transit by land.

Insurance of the Person

Personal accident and sickness insurance. Permanent health insurance. Life assurance-whole of life, endowment assurance, term of assurance.

The Insurance Market

Proprietary and mutual insurance companies. Lloyd's. reinsurance companies. Insurance brokers and agents. Loss adjusters. International insurance and reinsurance markets.

Pension's Scheme Constitution

Duties of a trustee, documentation. Amendments, discontinuance and mergers. Valuation of assets in takeover situations. Trust law.

Social Security

SSPA 1975: contract out: outline requirements, occupational pensions board; effects of contracting out and participating; GMP's state scheme premiums; scheme termination.

Scheme Structure

Type of scheme: occupational; individual arrangements; industry-wide schemes; association schemes; retirement annuity schemes for self-employed and others; immediate annuities; public sector schemes. Membership: voluntary, compulsory and discretionary eligibility; category of member; inclusion of directors; eligibility conditions.

Scheme Finance

Methods of financing scheme benefits, methods of funding bases: role of the actuary, basic actuarial principles; treatment of different types of benefit liabilities e.g. final salary, average salary, past service pension; actuarial reports.

Scheme Management

Including communication with members, accounting, and Inland Revenue and OPB requirements.

ENTREPRENEURIAL DEVELOPMENT

OBJECTIVE

This syllabus aims to create awareness and motivation in the candidate toward self-employment through the development of personal transferable skills, competence and attitude using project based work in real economic setting (industrial organisation).

Syllabus Content

Introduction

History of entrepreneur development in Nigeria; entrepreneurship compared with other countries such as Japan, India, China, Malaysia, South Korea, etc; role of entrepreneurship in the

development of small scale and medium scale industries. Need, scope and characteristics of entrepreneurship; entrepreneurial traits, tasks, risks and hazards.

Information Generation

Sources of general and specific information on technical, finance, marketing, technology, product and patent. Identification of business opportunities based on demand, available resources, import substitution and export promotion industry. Various support agencies and their function in the promotion and development of entrepreneurship including: Nigerian Export Promotion Council; National Economic Reconstruction fund; National Directorate of Employment; Directorate of food, Road and Rural Infrastructure; Raw Materials Research and Development Council; Industrial Development Centres. Roles and functions of existing entrepreneurs, consultancy firms and industrial associations such as NASSI, NACCIMA, MAN, NECA, NEACIMA. Methods and forms of assistance from industrial development centers, training and research Institutes, Universities/Polytechnics/Monotechnics/Technical Colleges, and financial institutions. Importance of site and location in relation to enterprise; factors that influence site and business location.

Enterprise Idea Formulation

Consideration for product selection: processes involved in venture idea generation; steps associated with preliminary screening for product selection; evaluation of product ideas in terms of present market, market growth potential, costs and risks; process of pre-feasibility study; recognition of adequacy of infrastructural facilities for selected product; identification of the relevant technology available, sources of raw material, effect of government policy and regulations, and legal aspects of business in product selection. Market survey: exploring environment and planning a venture through market survey on raw materials, machinery and equipment, market potentials, finance, storage facilities, personnel; evaluating, selecting and utilizing the appropriate information for enterprise building; organizing field visits to successful entrepreneurs with the aim of obtaining relevant information and assistance.

Entrepreneurial Characteristics

Motivation and achievement: self-awareness through analysis of strengths and weakness; conceptualizing entrepreneurial behaviour (Ring Toss Game); the motivational patterns of entrepreneurs, conceptualizing socio-entrepreneurial behaviour and values using Tower building Games; carrying out achievement oriented action plan for enterprise launching specifically and for attaining life goals in general; designing a business planning exercise; comparing personal goals and business goals; identifying of family goals and business goals.

General Management of the Enterprise

Basic management knowledge and skills required for effective management of an enterprise: basic management concepts and function; identifying manpower needs; organizational structure; leadership and control; motivating, stimulating, and developing the workforce; delegation; performance monitoring techniques. Manpower planning; formulation of goals and objectives; steps involved in planning a business; decision-making process and problem solving techniques; applying CPM and PERT in solving production problems; significance of manpower planning to the growth of an enterprise. Communication skills: written and oral communication; communication channels; barriers to effective communication; influence of public relations on business management.

Finance and Accounting

Sources of finance and financial needs, process of raising venture capital. Sources of revenue and pattern of expenditure. Various books of account necessary for operation of an enterprise. Preparation of profit and loss account, cash flow statement, balance sheet. Knowledge of capital budgeting, sales budget, production budget, financial ratios, breakeven analysis. Financial regulations and taxes applicable to small enterprise operations. Significance of insurance coverage.

Marketing and sales Management

Marketing concept. Role and function of marketing. Importance of marketing research, channels of distribution, pricing, packaging and branding, product mix, to the growth of an enterprise. Role of advertising in enterprise development and growth. Significance of sales forecast; contribution of the sales force and sales promotion; influence of personal selling skills; contribution of credit facilities to the growth of the business market. Influence of product quality on marketing strategy.

Production Management

Roles and functions of product planning and control, production forms and techniques, factory facilities layout, work process. Importance of choice of technology, plant and machinery to production standards. Importance of maintenance management with special reference to: routine maintenance, scheduled maintenance, spares parts management and control, preventive maintenance. Importance of energy requirement for production; effective energy utilization and control in factory operations. Construction of a systematic diagram on product development process. Designing to scale shop floor layout indicating positions of plant and equipment. Essential features of industrial safety.

Purchasing and Material Management

Role of purchasing and materials management in business. Consolidation of materials activities in an organization in a total centralized system under materials management concept, physical distribution management concept, logistics management. Designing types of material organization. Specifications of design engineers and quality assurance from supplies; types of specifications and their uses; role of supplies, buyers etc. in design and specifications especially as it affects purchasing ability to contribute to company's profit; complications, uses and limitations of international and company standards as it affects specification and ability to purchase; use of techniques of variety reduction and standardization in reviewing and improving materials designs and specifications; engineering and value analysis' procedure for quality determination; methods of quality inspection; quality control measures and the process of quality audit.

Supply market structures and sourcing procedure; sourcing policies under the use of single sourcing supply, double sourcing supply, multiple sourcing supply; qualities of good supplies; factors used in supplier selection and evaluation; sources of supplier information; problems associated with random rating, and possible solutions. Pricing and payments procedures; types of markets and how purchasing from them is affected by time; purchasing timing policies as they affect basic approaches to inventory management; progress payment and retention strategy in purchasing. Types of contract in relation to their pricing significance; practical factors influencing different types of contract; pricing tools under breakeven analysis, learning curve, etc. Managing purchasing activities; planning techniques; purchasing activities under procedures, records,

handling orders; organization concepts; managing personnel in purchasing function; control concepts of procurement for its performance.

People in the Enterprise

The role and functions of personnel management in business. Procedures for; recruitment, selection and replacement of personnel; training and motivation of workers; salary and wages administration. Effect of human behavior on management of an enterprise. Procedures for negotiating and resolving conflicts among workers. Importance of self-management and time management in managing a business. Causes of stress in entrepreneur and ways of effectively managing it. Importance of staff welfare scheme.

Legal Aspects of Business

Various Acts and Laws regulating the establishment and operations of small and medium scale enterprises. Business registration and incorporation procedures in Corporate Affairs Commission. Provisions of: Factory and Industrial Safety Act; Labour Law; sales of goods Act; Negotiable Instrument Acts; shop and Commercial Act; Company Tax Law.

Enterprise Building Skills

Developing and using enterprising-building skills; identifying various entrepreneurial skills and competence; applying these skills and competencies to establish and successfully manage the enterprise; identifying mental blocks against entrepreneurial competences; the impact of leadership qualities; communication and motivation in enterprise competencies.

Business Plan

Various unit operations involved in evaluating business opportunities. Identifying a viable business opportunity based on demand, availability of resources, import substitution, export oriented products. Different steps involved in preparing a preliminary project report. Essential steps associated with writing a viable and implementable project. Identifying the appropriate technology for selected project. Identifying the market and marketing outlets. Designing and developing suitable marketable product service. Different unit operations and processes involved in product manufacture of service render. Carrying out market survey making use of appropriate instruments. Different steps in preparing a project report. Evaluating a project report.

MANAGEMENT CONSULTANCY

OBJECTIVE

This syllabus, along with other professional practice courses, aims to equip prospective Chartered Administrators with the skills required for engaging competently in public professional practice.

Syllabus Content

Introduction

Definitions of consultancy. Historical background of management consultancy. The structure of the industry. Consultancy markets and suppliers. Consultancy profiles. Professionalism and ethics.

The Consultancy Process

The client-consultant relationship. The entry phase: purposes and stages; agreeing the brief and its scope; planning the project; preparing and presenting the proposal. Data collection and diagnosis: analysis; reframing the brief; choosing data collection methods; diagnostic techniques; research methodology. Presenting advice and solution: considering the consultants' role, listing the options; involving the clients; creating solutions report writing; giving presentations. Implementation: why recommendations fail to be implemented; typical techniques to aid implementation; consultant's role and required skills.

Managing the Business of Management Consultancy

Consultancy marketing strategies and tactics: marketing definitions; direct marketing; planning programme. Finance and control issues: basic economics of management consulting; economics characteristics of consultancy business; financial planning and control; project management. Managing of human resource: the balance of knowledge; strategic human resource management; structure and culture; policies and strategies.

Change Management

Managing organizational change: incremental and transformational change; recognizing the need triggers for change; recognition of the role of people factors in business performance; typical change objectives; issues involve in changing organizational culture; managing culture change; implementation of organizational change; resistance to change. The role of the management consultant in the change management process.

Concepts and Tools

Strategy formation models: types of formulation models; traditional approaches; external, financial and internal- oriented approaches; hybrid approaches; possible roles of a consultant. Techniques, methods and models consulting: different approaches to consulting; building a practice on an original proprietary approach; operationalising knowledge and concepts; developing proprietary methods, making the most of proprietary approaches. The impact of IT on consultancy practice: framework model of an IT consultancy's services; generic model of an IT consultancy's services; outsourcing of IT functions; how consultants themselves use IT.

Different Fields of Consulting Activity

Small and medium-size firms: the necessity to shed some assumptions; issues leaders of SMEs want addressed; practical tool for entering the client's thought process; understanding personal agendas; helping people find the business direction; growing the leaders' thinking capacity; the business performance workshop approach. Consultancy in public sector; the impact of change; the case of a local authority transition; the implication for organizational consultation; the role of the consultant.

Large corporations: understanding the consultants' context and role; identifying the sponsor; understanding politics; managing risk; programme management; working with counterparts; creating conditions for engaging people; shaping the future. Voluntary organizations: understanding 'Charity'; constitutional forms; governance structures; regulatory regime; the statement of financial activities-the rationale; forms; governance structures; regulatory regime; the statement of financial activities the rationale; fund accounting; operating structures; charity branches; overseas operations; cost ratios; taxation. Consulting internationally. The role of the

internal consultancy unit; the specific nature of the internal role; career paths and opportunities; survival techniques for the internal consultant.

Research Techniques

The research process and the major steps in conducting research. Nature and roles that research plays in the information management. Distinction between primary and secondary data; when and why it might be appropriate to use secondary or primary data in information management. Sampling and statistical techniques in making sense of research data. Research roles within functional information system. Meaning of customer intelligence and competitor intelligence. Industry structure and the forces which shape an industry. Types of data required to provide information about competitors and customers. Specific types of research and the application of the various types of functional research. Necessity of research and how it may be used to provide appropriate information in specific situations. Major methods for gathering primary data. Specific research techniques: questionnaire; design and application; interview; group discussion, focus group; motivation and psychological research; mall, shopping mall tests. Appropriate use of specific techniques. Application in the context of specific research activities giving full consideration to the criteria of cost, time and usefulness given the specific research objectives. Presentation of research findings: analysis of quantitative and qualitative data, tables, charts, histograms, drawing graphs, report writing, abuse of statistics.

CASE STUDY

OBJECTIVE

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

The Case Study paper will provide details of a hypothetical organisation, its environment, turnover, throughout policy problems, etc. and will pose a series of questions relating primarily to the improvement of the efficiency and effectiveness of that organisation. Using a case which simulates a real life situation, the paper will set out to provide an opportunity for candidates to demonstrate:

Analytical skill in recognising and specifying objectives and critically appraising information given, so as to arrive at a practical and reasonable evaluation of the problem.

Creativity, together with the ability to apply knowledge and experience, to develop a number of workable solutions which needs to meet economic, social and technical demands.

Judgment to select the best solution in circumstances and support this choice by local argument using the appropriate facts and figures.

An understanding of the subject areas covered in the syllabus and in particular the interrelationships of those subjects areas.

The skills to communicate ideas in the most effective manner using diagrams and charts, as well as the written word.

Finally, it should be emphasized that there will be no 'right' answers to the paper. Any answers that meet the objectives and can be justified will be acceptable.

RESEARCH PROJECT REPORT

OBJECTIVE

The project is designed to:

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

Test the ability of the candidate to understand a properly programmed investigation of a topic relating to business administration and to analyze 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.

Research Project Guide

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

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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