



# Post Graduate Diploma in Management





# Post Graduate Diploma in Management

(Level 7 UK aligned to level 9 on NFQ in republic of Ireland)

## About the Course

The Post Graduate Diploma in Management is the next step for any level 8 Higher Diploma or BA/BSc student. Recognised as a level 7 UK qualification by Ofqual, this is aligned to a level 9 qualification on the National framework of qualifications in Republic of Ireland. This course offers you a high level qualification in applied management, and allows you to effectively by-pass doing a Master's degree.

The course is divided into 6 key module areas, each unique and highly important in developing and forming you into a competent manager. During the course, you will be exposed to Financial Decision Making, which involves evaluating financial statements and financial issues facing organisations. The management of change module, will help you analyse the strategic performance of organisations, and consider a range of approaches to addressing rapid change. The daily management of operations is examined, and you will learn to appraise operational management decisions and put forward alternative solutions for improvement. You will learn to manage people more effectively, by examining the 'Micro' individual approach and 'Macro' or big-picture approach influencing organisations.

The Post Graduate Diploma in Management provides a comprehensive insight of each of the major business functions, the structure of the course ensures that students have the widest possible range of career, employment and higher education options open to them on successful completion of their studies.

## Course Structure

### The Post Graduate Diploma in Management

1. Financial Decision Making	Exam 60% - Written assign 40%
2. Management of Change	Exam 60% - Written assign 40%
3. Operations Management	Written Assignment 100%
4. People in Organisations	Written Assignment 100%
5. International Marketing Strategy	Written Assignment 100%
6. Contemporary Strategic Management	Written Assignment 100%

(The Post Graduate Diploma in Management is awarded on completion of all 6 subjects)

## Overall Programme Objectives

To provide prospective Business and Management students with a body of knowledge which will:

- Increase and broaden their employment opportunities within a wide range of commercial sectors at senior management level
- Enable them to make significant contributions in the area of strategic management and problem solving
- Enable them to integrate their knowledge gained on the course and contribute to senior level decision making
- Provide them with a recognised and respected qualification which will enable them to complete high level programmes including Masters and Doctorate level

## Entry Requirements

The minimum age for registration for this programme is 21. Students should have successfully completed one or more of the following:

- The ICM Graduate Diploma in Management Studies
- A relevant Honours degree level qualification in a related subject
- Any qualification equivalent to one of the above.

## **Continuing Education**

The Post Graduate Diploma in Management programme will serve as an excellent route for students who wish to continue onto Masters and Doctorate level programmes. This qualification will enable up to 120 credits to be used as exemptions on appropriate Masters courses. Thus students with the ICM Post Graduate Diploma in Management may only be required to take the final 60 credits in order to complete a full Masters degree programme.

## **Details of Subject Units**

### **1. Financial Decision Making**

In this unit students will reflect upon a range of relevant and reliable financial decision making theories, processes and practices, in order to critically appraise and apply that knowledge and understanding to complex financial management decisions, of both a short- term and long-term nature.

#### **Main Topics of Study:**

##### **Decision making**

Finance based concepts and theories related to short-term decision making, to include relevant cost evaluation, opportunity costing and pricing.

##### **Corporate objectives**

Finance based concepts and theories supporting the selection of long-term strategies to fulfil corporate objectives. Examples would be the Balanced Scorecard, Strategic Management Accounting, Capital Investment Appraisal and Overhead Recovery (Activity Based Costing versus traditional).

##### **Budgetary control**

Evaluation of the theory and practices relating to the role and effectiveness of budgetary control systems.

**Learning Outcomes for this module:**

At the end of this Module, students will be able to:

1. Analyse and evaluate financial statements eg. The annual report and accounts of a listed company
2. Critically evaluate the contribution that financial and management accountancy theory can provide in support of the resolution of major business problems
3. Effectively communicate and critically evaluate recommended solutions to complex financebased business problems
4. Critically evaluate the sources of long term financing via the capital markets

**2. Management of Change**

In this unit, students will identify and analyse strategic issues and their associated organisational problems. Students will critically evaluate the strategic performance of organisations, and consider a range of approaches addressing complex change decisions in organisations.

The unit will identify and evaluate current advances in strategic concepts and current strategic issues faced by organisations and consider the tensions between strategic analysis and strategic actions.

**Main Topics of Study:****Concepts and theories of change**

Review concepts and theories in academic literature and offer a range of resolutions addressing complex change decisions in organisations. Predictable and unpredictable change, behavioural and organisational implications, environmental and organisational triggers for change.

**Challenges of change management**

Evaluation of the contributions that change management and organisational development theory make to resolve the challenges of change.

Organisational structure, culture, individuals and change. Leadership and strategies of change

## **Research and communication**

Analysis of change management decisions

### **Learning Outcomes for the Unit**

At the end of this Module, students will be able to:

1. Identify and evaluate the external forces for change that act upon organisations and those forces for change within an organisation.
2. Analyse the organisational responses to forces for change
3. Evaluate the context and choices when preparing for change
4. Identify and evaluate the range of strategies for change
5. Apply and evaluate a model for change

## **3. Operations Management**

This unit requires the student to reflect upon a range of relevant and reliable operational management theories, processes and practices, in order to critically appraise and apply that knowledge and understanding to complex operational management decisions of both a long term and short term nature.

### **Main Topics of Study:**

1. Operations and global competitiveness (Operations strategy, global competition, knowledge management, strategy formulation and implementation)
2. Planning and control (Forecasting, Enterprise planning, Quality issues)
3. Supply chain management (Definition, strategy, design, role of technology)
4. Project management (Defining, Planning, project scheduling, control)
5. Improvement (Critical factors, improvement, total quality management )

### **Learning Outcomes for the Unit**

At the end of this Unit, students will be able to:

1. Evaluate a range of concepts and theories available in academic literature, to support the collection and collation of relevant and reliable operational information applicable to a range of complex operational management decisions.
2. Critically evaluate the contribution that operational management theory can provide in support of operational management problem resolution.

3. Critically evaluate and use secondary research to support and underpin solutions to complex operational business problems.
4. Effectively communicate to a range of users operational management problem definition and resolution.

#### **4. People in Organisations**

This unit exposes the student to the theories that have created advances in the field of Organisational Behaviour (OB) by considering examples and cases that relate to theories and practices in exploiting and enhancing competitive advantage.

The unit focuses on three areas of analysis: the individual, the group and the organisation and considers these in terms of the 'micro' and 'macro' perspectives and their roots in behavioural and social sciences.

##### **Main Topics of Study:**

1. This unit takes three perspectives of analysis: the individual, the group and the organisation and breaks these down into two areas, the 'Micro' and the 'Macro'.
2. The unit starts with an analysis of the individual and the group and takes a 'Micro' approach to the field of OB. Here it explores areas such as personality, individual differences, employee attitudes and behaviour motivation, group formation and group decision-making.
3. The unit is completed by analysing the 'Macro' or big-picture approach addresses the organisation as the primary area of analysis. Topics included are organisational structures, design, culture, climate and change management.

##### **Learning Outcomes for the Unit**

At the end of this Unit, students will be able to:

1. Critically examine and explore the micro and macro levels in order to understand behaviours in organisations
2. Critically evaluate the characteristics and processes of an organisation.
3. Examine and evaluate the visible social aspects of organisational life
4. Examine and evaluate the organisation both at the intra-personal and individual levels

## 5. International Marketing Strategy

The unit enables the student to build on an existing knowledge of marketing practise and develop an international understanding of the principles of marketing strategy. The unit will develop the student's ability to critically analyse advanced strategic marketing techniques and the planning, implementation and control of these strategies. The unit requires the student to reflect on marketing theory and practices, in order to critically appraise and apply knowledge and understanding to organisational marketing decisions.

### Main Topics of Study:

1. International Marketing Strategy
2. Corporate and Marketing Objectives
3. Market Research
4. Strategy Tools and techniques
5. Segmentation
6. Strategic Positioning
7. Market Entry
8. Communication

### Learning Outcomes for the Unit

At the end of this Unit, students will be able to:

1. Evaluate and apply the planning principles of international strategic marketing
2. Critically evaluate the contribution of market segmentation and market research to international marketing
3. Research, critique and evaluate marketing information to assess an organisation's current international marketing strategy.

## 6. Contemporary Strategic Management

Strategy is a term covering the tools and techniques that enable an organisation to adapt effectively in a changing environment, improving competitive advantage.

In this unit, students will focus on using available academic literature to evaluate strategic issues requiring problem identification, evaluation and proposed solutions. This process will often require strategic prioritisation and problem analysis. Students will have an opportunity to apply their academic study to work based or case study problems.

### **Main Topics of Study:**

#### **Strategic Audit Techniques:**

Environmental Analysis, Resource Analysis, Portfolio analysis, Organisational Culture and Structure

#### **Strategic Issues Identification:**

Prioritisation, Scenario Planning, Planning and decision making

#### **Strategic Issues:**

Globalisation, Change Management, Organisational Learning, Information Management, Competitive Advantage, Leadership, Innovation

#### **Strategic Action:**

Option Generation and Evaluation, Generic Strategies, Implementation

### **Learning Outcomes for the Unit**

At the end of this Unit, students will be able to:

1. Critically evaluate and apply strategic management concepts, tools and techniques.
2. Apply independent learning and research to strategic problem definition and resolution
3. Critically evaluate alternative theories and approaches to strategic business problems
4. Identify and critically appraise alternative strategies and their implementation.

## Cost and Duration

The Post Graduate Diploma in Management Studies is 9 months in duration and there are eight modules to complete. Lectures take place one evening a week. Please refer to CMI website for current up to date course cost. All course fees are payable in advance unless you are unemployed or work part-time, in which case, a two payment instalment plan is offered. See Terms & Conditions on 'Book a Course' part of CMI website. Please note places are limited.

## Booking

Due to strong demand, places are limited. To enroll, please complete the online booking form by the deadline date. Once your application is reviewed, Admissions will confirm whether you successfully got a place on this course. At this point, a deposit payment of €300 is required to secure your place. The balance of fees is payable before or on the first night of class. Deposit payments can be made over the phone or online (Laser or Credit card). If you are getting funding or sponsorship for the programme please complete the relevant section on the booking form and advise Admissions.

### How do I Book?

- Simply complete the online booking form at [www.cmi-ireland.com](http://www.cmi-ireland.com)
- Pay a 300euro deposit online via Visa or Laser card.
- Your place on the course is 100% confirmed within 48 hours of receipt of online booking/payment.
- All course fees are payable in advance and the balance of payment is required before or on start date of course.
- Cash, Cheques, Bank transfer is also accepted as alternative means of payment, in which case you must inform CMI admissions in advance.
- Online Bookings and payments are subject to CMI Terms & Conditions
- CMI courses are held off Dame St, Dublin 2 in Dublin city centre.
- For Booking Enquiries email [info@cmi-ireland.com](mailto:info@cmi-ireland.com) or T: 01 492 7070
- Installment plans: Installment plans are offered for unemployed and part-time workers to be agreed with admissions prior to course commencement A. Pay 300 deposit B. 50% of fee by start date of course. C. Balance of fee within 8 weeks.
- Sponsorship: Students must still pay a deposit of 300euro to secure their place irrespective of whether they are being sponsored by an employer or other body. Once payment is received in full for the course by this sponsor, the student will receive a 300euro deposit refund.
- Cheque, bank drafts to be posted to: CMI Accounts & Admissions Office: Unit14A, Cashel Business Centre, Cashel rd, Dublin 12