Certificate in Management
NFQ Level 6
Transforming ambitious professionals into management leaders with recognised university accreditation

PROGRAMME PROFILE:
This one-year skills-based programme, suitable for both public sector and private organisations, provides a sound introduction to management, for candidates who aspire to consolidate their existing operational experience and gain a formal management qualification. The Certificate is delivered via Tutor facilitated interactive workshops. While based on relevant academic theories, concepts and techniques there will also be significant focus on individual personal development and practical application of learning within the workplace.

LEARNING APPROACH:
- Each month a tutor facilitated skills based workshop is held at which practical exercises and applications reinforce the learning material
- Participants prepare for each workshop by completing private study sessions based upon guided reading, textbooks and self-assessment questions
- An assignment is completed for each module, with detailed written feedback from tutors
- Ongoing coaching, advice and support provided for the duration of the programme.

CANDIDATE PROFILE:
- Those who aspire to or currently hold their first Supervisory/Management position.
- Those who wish to develop a range of skills including self-management, team management and interpersonal skills.
- Those seeking a third level qualification in management.
- The programme is open to managers, supervisors or those aspiring to a managerial role with a minimum of two years organisational experience

UNIVERSITY OF LIMERICK
OLLSCOIL LUIMNIGH

KEMMY BUSINESS SCHOOL
University of Limerick

HOW TO APPLY / MORE INFORMATION
For Further details please Email
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PROGRAMME OUTLINE

SEMESTER 1	SEMESTER 2

MG2101 MANAGEMENT AND LEADERSHIP:
Key role of front line manager; Managing Time: establishing objectives, setting priorities and scheduling time; Identification of core management skills; Authority, Responsibility and Accountability; Leadership theories and the Concept of Managerial Styles; Essential Skills of effective Leadership; Distinguishing Leadership from Management, also the formal and informal aspects of Organisations.

PM2062 MANAGING PERFORMANCE:
Key role of the front line manager; Performance management cycle; Setting and measuring objectives; Self analysis of job and personal development reviews; Relating performance and rewards; Managing marginal performance; Active listening and feedback skills.

PM2031 MOTIVATING THE TEAM:
Key role of front line manager; Group formation, norms and cohesiveness; Differences between groups and teams; Team roles and characteristics of effective teams; Content and process factors in teams; Motivation, commitment and job satisfaction; Motivational theories and concepts

PM2072 MANAGING EMPLOYEE RELATIONS:
Key role of front line manager; Framework of employment law in Ireland; Role of third party institutions; Legal aspects of employment practices; Grievance and Disciplinary practices; Conducting fact-finding Counselling/ Disciplinary interviews; Active listening; communication and feedback skills.

PM2021 SELECTING THE TEAM:
Key role of front line manager; HR Planning & Development; Job Analysis Methods & Outputs; Preparing Job Descriptions & Personal Specifications; Regulatory Environment Influencing Human Resourcing; Sources of Recruitment & appropriate Administrative Systems; Selection Methods & Short-listing; Conducting Selection Interviews; Design, application and management of induction programmes.

MG2132 QUALITY MANAGEMENT:
Key role of front line manager; Defining quality management; Links to mainstream management theory; Contributions of quality management theories and concepts; Methods, tools and techniques of quality management; Hard and soft approaches to quality management; TQM versus business process engineering; TQM and the management of change.

MG2131 MANAGING COMMUNICATIONS:
Key role of front line manager; Communication barriers; Personal and Team based communication; Development of questioning, active listening and assertiveness skills; Communication Dynamics; Construction & Delivery of effective presentations; Sources & construction of written communication and Information Technology and communication

PM2082 MANAGING CHANGE AND CONFLICT:
Key role of front line manager; Environmental triggers for change; Impact of change at the organisational, team and individual levels; Resistance to change and the strategies to overcome such resistance; Organisational culture and climate; Major change strategies and the HRM implications

PM2042 REFLECTIVE LEARNING JOURNAL:
The module seeks to empower and challenge students to engage in self-evaluation and reflection by prioritising their learning and development needs. Syllabus includes - Introduction to reflection, prioritising learning and development needs, identifying development needs and opportunities, reflective learning journals, personal development and learning plans. Evaluating the outcomes of reflection

MG2152 CASE STUDY:
Develop analytical skills in identifying the key management problem(s) depicted within the case study. Apply knowledge and techniques gained across programme modules by solving the key management problem(s) identified; in-depth case study on live management problem; Analysis of case and the application of strategies including - team building, problem solving, communication and analytical ability, presentation of findings to programme team and peers.

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Management Development Unit

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