

#### 4 Productivity Tool Kit

Components of the productivity tool kit will include the following:-

Practical competency in time study

However, learners will still be exposed to other techniques such as the balanced score card KPIs, and strategy development although there will be no practical competency examination for the programmes.

To be eligible for the Management Services Certificate, learners must complete the full 45 points of the Productivity Services core and gain a further 15 points from the Productivity Toolkit.



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# EXECUTIVE CERTIFICATE



## WORK STUDY

 **CCL**  
CONSULTING GROUP  
*Your Strategic Thinktank For Business Leadership*

**ims**

## Introduction

CCL Consulting Group (CCL International Business School) is an accredited IMS (UK) education provider to deliver the Management Services Certificate in Southern Africa. Our realisation is that industries world over constantly strive to improve productivity and quality to effectively compete for global resources and that our regional organizations and nations must transform their productive DNAs in face of global competition.

The IMS Certificate is a professional qualification for those who are serious about improving productivity. As an approved training provider of the Institute of Management Services (IMS), we have created a part-time course that is not only exciting and challenging, but also flexible and practical.

CCL International Business School follows the certificate scheme in the IMS membership and examination regulatory guide namely, Critical Review Methodology, Process Quantification and People Implementation Skills. The certificate programme leads to the capacity to build a Productivity Tool Kit for implementation guidelines. The Productivity Tool Kit affords student/learners an opportunity to demonstrate ability to practically carry out Time Study and Method Study. Each of the 4 areas accrues 15 credit points.

The programme has a general focus area covering business and its environment including strategies and these topics are dealt with in detail under the people and implementation skills module. This approach enables us to create a platform for our learners to appreciate the organization as a complete entity, such that when we then cover the areas of Critical Review Methodology and Work Quantification the students / learners will thus find the two areas meaningful.

## Structure of the Programme

Four Months study time over two weekends in a month (Saturday and Sundays only), final examinations to be written in the fifth month.

## Broad Objectives of the Programme

The certificate programme broadly seeks to;

- Promote a culture of productivity and quality management as ways to satisfy customers.
- Create ability to critically and objectively review business operations in view of seeking avenues for organizational reengineering.
- Develop capability to determine work content and quantify the work across the organisation.
- Develop capacity to improve organisational productivity and product / service quality.
- Develop practitioners who can ably contribute to organisational performance business operations.



## Course Outline

### 1 Critical Review Methodology (CRM)

#### 1.1 Objectives

- To assist learners to understand and appreciate the need for Method Study and the quest for productivity,
- To demonstrate to participants how to apply the investigation procedure,
- To assist learners appreciate the Critical Review Methodology in Problem Solving,
- To enable learners to demonstrate a working understanding of the various techniques in the Critical Review Methodology,
- To impart to learners implementation skills with regards to setting up of new systems or methods including what needs to be done during the transition period
- To expose learners to various method study techniques namely, Data Collection, Data Analysis, Data Display, Idea Generation, Model Building, etc

#### 1.2 CRM Content

- Method Study Basic Procedure
- The need for critical review/ improvement projects
- Identifying and selecting areas for review
- Identifying stakeholders and understanding their position
- Establishing the scale, scope and success criteria
- Data Gathering/Background information
- Critical Analysis and development of alternative scenarios
- Evaluating alterations as a business for recommendations and decision
- Establishing the parameters of the a change situation
- Change Management
- Managing results and assessing outcomes
- Recording Techniques [Flow Charts, Process Charts, Simmo Charts, String Diagrams]
- Critical examination [Primary/Secondary Questions]
- Methods and movements at the work place
- Selecting the work to be studied
- Installing a new method and its maintenance
- Developing the most practical/economic and effective methods
- Ergonomics

### 2 Process Quantification

#### 2.1 Module Objectives

- To introduce to learners the relationship of process quantification to productivity.
- To introduce to learners the need for process quantification to introduce to learners work management techniques.
- To ensure work measurement proficiency of learners to a select number of work measurement technique.
- To create a sense of awareness among learners as to how process quantification adds value to the business.
- To create awareness among learners/participants that time, is a scarce resource and has cost implications.
- To impart skills and knowledge to learners on how to identify and manage ineffective time.
- To demonstrate to learners the relationship between Process Quantification and the Corporate goals of an organization.
- To impart knowledge to learners on how best to carry out Work Measurement.

#### 2.2 Content

- Process quantification in perspective
- Process quantification activities
- Process quantification as an aid to performance and productivity
- The need for appropriate quantifications
- Principle of work measurements
- Time Standards
- Work Measurement Techniques [Time Study, Synthesis, Activity Sampling, Estimating techniques]
- Selecting a Measurement Technique
- Basic Times versus Standard times
- Ergonomics
- Matching Techniques to a situation
- Preliminary study procedures
- Work Analysis and element breakdown
- Allowance applicable to various work situations

### 3 People & Implementation Skills

#### 3.1 Objectives

- To seek to influence learners to the impotence of soft skills management in pursuit of successful productivity improvement projects.
- To share ideas with learners as they be its influence positively productivity at the workplace using the Human Resources.
- To show how strategic Human Resources management adds value to overall business/corporate objectives.
- To introduce to learners current Management theory/thinking.
- To articulate among learners the need to invest in human resources Management (training, development/coaching/monitoring).

#### 3.2 People and Implementation Skills Content

- The organization defined
- Types of organisations
- Business and its environment
- Business Strategy optimisation
- Production versus Productivity
- Efficiency versus Effectiveness
- Business Mandates
- Organizational culture hierarchy and its implications
- Management defined
- Motivational theory
- Effective communication
- Presentation skills (reports etc)
- Change Management
- Performance Management
- Business Case
- Performance Management Systems [Management By Objectives, Results Based Management, Balanced Scorecard, etc]