



Accredited Programmes for Outsourcing Professionals



Overview 2009

Contents

Introduction.....	2
Progressing along the Pathway.....	3
Customised Programmes	4
Professional Certificate in Outsourcing Practice	5
Module 1: The Gateway	5
Module 2: Principles of Outsourcing.....	6
Module 3: Outsourcing Practice	10
Advanced Professional Certificate in Outsourcing Practice.....	12
Module 1: The Outsourcing Life Cycle	12
Module 2: Sourcing Locations	13
Module 3: Advanced Outsourcing Practice.....	14
Diploma in Strategic Global Outsourcing	16
Executive Diploma in Strategic Global Outsourcing	17
Masters in Strategic Global Outsourcing	19
Summary of Programme costs	21

Introduction

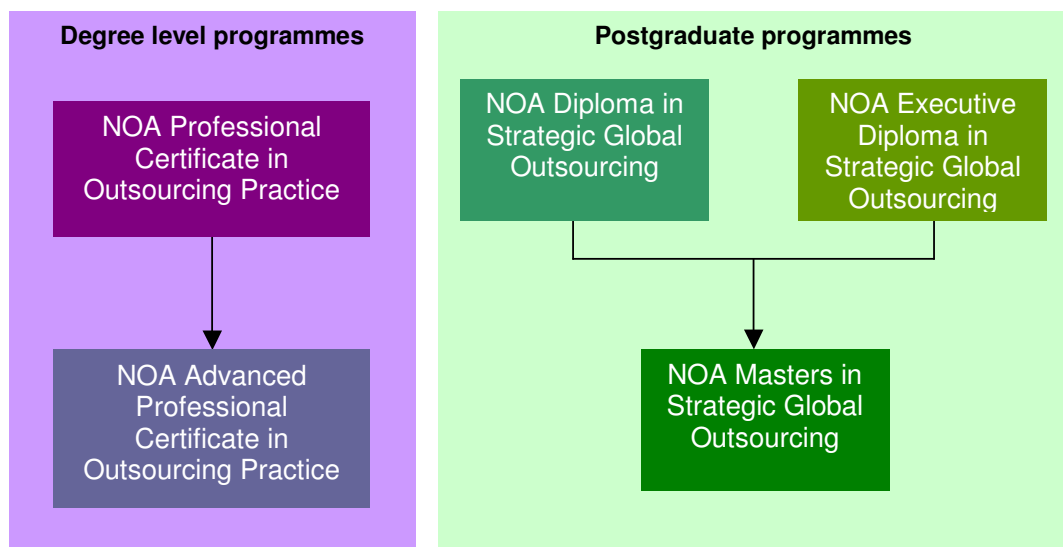
To support the development of outsourcing professionals the NOA has established a range of programmes that will provide a structure for their professional development. The NOA Pathway contains the following programmes:

- NOA Professional Certificate in Outsourcing Practice
- NOA Advanced Professional Certificate in Outsourcing Practice
- NOA Diploma in Strategic Global Outsourcing
- NOA Executive Diploma in Strategic Global Outsourcing
- NOA Masters in Strategic Global Outsourcing

These programmes are fully accredited by Middlesex University; one of the UKs leading work based learning institutions, which ensure that qualifications awarded are aligned with the Qualifications and Curriculum Authority framework for higher education . The NOA Professional Certificate and the NOA Advanced Certificate are undergraduate degree level programmes and the NOA Diploma, NOA Executive Diploma and NOA Masters is accredited at postgraduate level.

The diagram below shows the NOA awards.

AWARDS



Progressing along the Pathway

There are three starting points a learner can choose, depending upon their level of outsourcing and organisational experience.

1. The **Professional Certificate** is the first step for most outsourcing professionals. The programme provides an opportunity to explore the key concepts in outsourcing and the NOA Life Cycle framework for outsourcing best practice.

The programmes enable more experienced outsourcing professionals both confirm and to develop their current approach to their outsourcing role. In particular it encourages individuals to take a broader and longer-term view of outsourcing and emphasises the importance of building and managing sound relationships. For those new to outsourcing the Professional Certificate provides an excellent grounding and a sound foundation for further development.

From the Professional Certificate learners can progress to other programmes in the Pathway.

2. For experienced professionals who will typically have at least 10 years of organisation experience and probably 5 years of experience in an outsourcing management role they can register directly for the **Diploma** programme without having to first complete either the Professional or Advance Professional Certificates.

The Diploma programme is assessed at postgraduate level and provides learners with an opportunity to explore particular areas of outsourcing that are relevant to their own practice.

3. For highly experienced industry leaders who typically have 20 years of organisation experience and 10 years experience in outsourcing leadership roles the **Executive Diploma** programme is available.

It is assessed at postgraduate level and provides an opportunity to have prior experience in outsourcing accredited.

Customised Programmes

For organisations that intend to register a number of learners on the programmes the programmes can be customised. This allows that the programme's content and the way in which it is developed to fit the particular needs of an organisation.

There are of course core requirements that will need to be included in the programme, but the customised design ensures that appropriate emphasis is given the topics, which are identified as of particular importance to the organisation. The customised programme can also be designed to reflect the perspective of the organisation, i.e. as an outsource service provider, an outsource service user or as an advisor to outsourcing parties (e.g. consultants or lawyers).

The way in which the programme is delivered can also be customised. This means that, for example additional workshops can be built into the programme or online tutorial or seminars (webinars). By changing the way in which the programmes are delivered completion of the programme can be accelerated to some degree.

For larger organisations it may well be the case that there are overall cost benefits to an in-house customised programme.

If you would like to discuss programme customisation further please do contact the Programmes Director, Chris Halward on 0845 130 5500.

Professional Certificate in Outsourcing Practice

Module 1: The Gateway

Overview

The Gateway explains the basic concepts of outsourcing and introduces the NOA Life Cycle framework for best practice outsourcing.

The Gateway also encourages the learner to consider their own context (their organisation, role, etc) and how they can best develop themselves to benefit their organisations and their own careers in outsourcing.

Who is it for?

The module allows anyone working in an outsourcing role to confirm their understanding of basic outsourcing concepts, and in particular provides an overview of the NOA Life Cycle. For people new to outsourcing it is an ideal introduction to the field.

What does it cover?

Part 1: Outsourcing Fundamentals:

- a brief history of outsourcing and future trends;
- core concepts and language used in outsourcing;
- the benefits of outsourcing;
- outsourcing contracts;
- the importance of relationships in outsourcing projects;
- the 'life cycle' of an outsourcing programme,
- the competencies required for a successful outsourcing programme,
- risk associated with each stage of the outsourcing life cycle

Part 2: Outsourcing in Context:

- exploring your organisation / business;
- clarifying your role and what is expected of you;
- taking stock of your current skills and experience;
- confirming your strengths, areas for development and your development needs and options; preparing a professional development action plan.

How does it work, and how long will it take to complete?

The module is a self-managed, distance-learning programme with online tutorial support provided to ensure learners have access to advice and encouragement. Learners complete and submit a workbook, which is then assessed against the learning criteria for the programme and the module.

As it is a self managed programme, completed by the learner alongside their work and home life commitments the time taken to complete does vary between 6-10 weeks typically.

How much does it cost?

£545 for NOA members, £690 for non-NOA members (Excl VAT)

Module 2: Principles of Outsourcing

Overview

The module is a central part of the Professional Certificate in Outsourcing Practice. It is a work-based programme, which enables learners to blend their learning with day-to-day activities. This greatly enhances the learning experience by making it directly relevant to the learner, and also ensures that a learner's time is used as efficiently as possible.

Who is it for?

Professionals who are studying for the Professional Certificate in Outsourcing Practice. Those who want to develop their competence around the practice of outsourcing and also individuals who are involved, or expect to be involved, in particular stages of the outsourcing process.

What does it cover?

There are current 4 units:

- Strategic Leadership
- Relationship Engagement
- Transition & Change
- Managing the Relationship

Learners must complete the mandatory Strategic Leadership unit and one unit from the remaining three units.

How does it work, and how long will it take to complete?

For each unit learners will complete and submit a workbook for assessment against a set of learning criteria. The workbooks provide a framework for learners to explore the relevant topic and to relate it to work based situations.

Learners will also attend a one-day workshop and contribute to a learning set.

The time taken to complete the module is likely to vary considerably as individual learner's situations will be different. Typically each unit will take around 4-6weeks to complete, blending their learning with day-to-day responsibilities.

How much does it cost?

The cost (excl VAT) to NOA members who have registered for the Principles of Outsourcing module is £650 per unit (non-members £750 per unit).

Unit 1 – Strategic Leadership

Overview

The strategic review is a stage in the outsourcing life cycle that is often given far too little attention. It is in fact critical to the success of an sourcing programme establishing as it does a clear strategic direction and sound foundation for any programme that is undertaken.

Who is it for?

Outsourcing professionals who are studying for the Professional Certificate in Outsourcing Practice. Those who are involved in, expect to be involved in a strategic review.

What does it cover?

- Defining the scope and boundaries of the in / outsourced service;
- Documenting the current situation in the organisation
- Quantifying true costs; evaluating current relationships / performance
- Creating a vision for the future
- Reviewing and evaluating competitive options
- Creating a business case
- Risk management
- Defining a procurement strategy and communications plan
- Setting the strategic direction.

How does it work, and how long will it take to complete?

The unit will typically take 4 weeks of part time study to complete, although there is no time limit for completion and some learner may complete the work over a longer period to accommodate other priorities they may have either at work or at home.

Learners will complete a workbook, attend a one-day workshop and contribute to an action learning set.

The programme is self-managed and work based. It is assumed that participants will blend their learning in with their day-to-day responsibilities and much of the learning will take place 'on-the-job'. The amount of time spent completing exercises 'off the job' will vary considerably from learner to learner and is entirely up to the learner to manage, although it is likely to be at least 7-10 hours per week (which includes the workshop and action learning set activity).

Unit 2 –Relationship Engagement

Overview

The module is optional for all those taking the Principles of Outsourcing module. It provides learners with a practical appreciation of this key stage in the outsourcing life cycle and importantly encourages learners to consider the process from the perspective of both the end user and the service provider.

Who is it for?

Outsourcing professionals who are undertaking the Principles of Outsourcing. Those who are contributing to or expect to contribute to a procurement process within a sourcing programme.

What does it cover?

- The outsourcing value proposition, from user and provider perspectives
- Performing and responding to the RFI
- Managing the ITT from user and provider sides
- How to manage a single line tender successfully
- Challenging and reviewing a proposal
- Conducting due diligence
- Drafting contracts and negotiating price.

Unit 3 – Transition & Change

Overview

The module is optional for all those taking the Principles of Outsourcing module. It provides learners with a practical appreciation of this key stage in the outsourcing life cycle and importantly encourages learners to consider the process from the perspective of both the end user and the service provider.

Who is it for?

Outsourcing professionals who are undertaking the Principles of Outsourcing. Those who are contributing to or expect to contribute to a transition / exit process within an outsourcing programme.

What does it cover?

- Project initiation
- Establishing project governance
- Identifying and capturing transferable knowledge
- The cutover and/or transformation plan
- Moving from high level to detailed design
- Creating a new environment
- Acceptance testing
- Management of training
- Initiating an exit plan
- Preparing and transferring knowledge
- Novating the existing environment
- TUPE
- The cutover and decommissioning plans
- Shadowing user migration
- Decommissioning current facility
- Recovery of assets.

Unit 4 – Relationship Management

Overview

The module is optional for all those taking the Principles of Outsourcing module.

It provides learners with a practical appreciation of this key stage in the outsourcing life cycle and importantly encourages learners to consider the process from the perspective of both the end user and the service provider.

Who is it for?

Outsourcing professionals who are undertaking the Principles of Outsourcing.

Those who are contributing to, or expect to contribute to, managing the on-going relationship process within an outsourcing programme.

What does it cover?

- Enforcing relationship governance
- Observing relationship principles
- Resolving issues and service disputes
- Developing service team capability
- Bridging cultural differences
- Managing price reviews
- Managing business change
- Benchmarking
- Promoting innovation and flexibility.
- Managing stakeholders and co-partners
- Reviewing conformance to service level agreements (SLAs) and deliverables
- Managing change control
- Reviewing key performance indicator (KPI) performance and applying remedies
- Management of billing cycles
- Facilitating continuous improvement
- Reviewing volumetric trends
- Reviewing changes in partner environment
- How to enhance the process using best practice.

Module 3: Outsourcing Practice

Overview

This module is a self-managed work based learning project. Learners will demonstrate that they are able to work effectively with others to add value to sourcing projects and apply the principles they have learned in the Professional Certificate programme. This module will also require learners to demonstrate their professional ability to consider a work based problem, research and develop a workable solution and to reflect on the effectiveness of the solution and capture learning which can then be applied to future situations.

Who is it for?

All those who have completed all prior requirements for the Professional Certificate and wish to complete the programme and receive the Professional Certificate award.

What does it cover?

Learners will choose a work-based project relevant to the work undertaken on the Professional Certificate. The project will need to be agreed with the programme tutor, and where appropriate with their organisational sponsor.

How does it work, and how long will it take to complete?

Learners will agree a personal work based learning project. They will be given a workbook, to be completed and submitted for assessment against set criteria. The workbook will provide a structure for the learners to manage and report on their learning project.

Learner will establish a personal learning set to support their learning throughout the project. Learners will also attend workshops throughout the programme to receive support and coaching.

Typically learners will complete their project over a period of 3 months, although this may vary from learner to learner. The expectation is that much of the work (and learning) to complete this module will be considered to be 'on-the-job' activity. However, there will be some 'off-the-job' tasks such as writing up workbooks, attending workshops and action learning sets, and also holding discussions with sponsors and tutors. Learners will also be expected to read around the area in which they are working. As with other elements of the Professional Certificate planning to invest between 7-10 hours per week in 'off-the-job' tasks will be appropriate for most learners.

How much does it cost?

The cost (excl VAT) of Outsourcing Practice is £1,595 and will include attendance at 2 workshops; phone based tutorial support; action learning set support, course materials and all university registration fees.

Advanced Professional Certificate in Outsourcing Practice

The next step in the NOA Qualifications Pathway develops the outsourcing professional into leadership roles within outsourcing programmes.

This programme is for those professionals who have successfully completed the Professional Certificate in outsourcing Practice and now want to develop themselves and their careers to the next level.

The learning focus is on more in depth reflection and developing beyond own learning to take into scope the behaviour and learning of others. This is of course an important development in professional competence and will inevitably position people into a leadership role.

The work based action learning format of the Advanced Professional Certificate will ensure that learning takes place largely in the workplace, and can have a direct and immediate impact on the organisation.

Module 1: The Outsourcing Life Cycle

Overview

The focus of the module is to develop the learner's appreciation of managing the entire life cycle rather than focusing only on particular elements. It encourages a strategic view to be taken and for learners to be focusing particularly on the strategic management of risks and opportunities. It also encourages learners to look to develop a clear appreciation of stakeholder maps and how to ensure that all stakeholders develop achievable expectations and have those expectations either met or exceeded.

Who is it for?

The module is aimed at those professionals who are studying for the Advanced Professional Certificate in Outsourcing Practice.

What does it cover?

- Programme management and governance
- Risks and opportunities
- Linking the Life Cycle stages
- Managing teams in the context of the life cycle
- Recruiting the competencies required
- Managing relationships between teams
- Communicating Life Cycle progress

- Maintaining alignment of programme with organisation strategy

How does it work, and how long will it take to complete?

Learners will complete and submit a workbook for assessment against a set of learning criteria. The workbooks provide a framework for learners to explore the relevant topic and to relate it to work based situations.

Learners will also attend a one-day workshop, contribute to a learning set and be supported by online tutorials.

The time taken to complete the module is likely to vary considerably as individual learner's situations will be different. Typically however learners will take 8-10 weeks to complete this module successfully.

How much does it cost?

The cost (excl VAT) to NOA members is £1,595 (non members £1,895). This entitles them to access the learning materials for all units, the workshops required for them to complete the module and to submit their work for assessment.

Module 2: Sourcing Locations

Overview

This module enables learners to explore in some detail the critical issue of location. The module cover the factors that need to be considered when making the initial decision and also consider the issues and risks that arise from both onshore, offshore and multi shore programmes.

Who is it for?

The module is aimed at those professionals who are studying for the Advanced Professional Certificate in Outsourcing Practice. The module will also be of interest to those who are involved, or expect to be involved in the decision making process to determine the location for a sourcing project.

What does it cover?

Unit 1 – Choosing the Location

- Confirming the shoring options
- Identifying the key considerations, including business drivers
- Determining the relative importance of each factor
- Researching locations, including using PESTLE analysis.

- Evaluating potential impact and risk
- Managing stakeholders

Unit 2 –Onshore programmes

- The advantages and challenges of onshore solutions
- Resolving typical issues that arise with onshore programmes
- Developing a template for successful onshore programmes

Unit 3 –Offshore and multishore programmes

- The advantages and challenges of offshore and multi shore solutions
- Resolving typical issues that arise with offshore and multi shore programmes
- Developing templates for successful offshore and multishore programmes

How does it work, and how long will it take to complete?

Learners will complete and submit a workbook for assessment against a set of learning criteria. The workbook provides a framework for learners to explore the relevant topic and to relate it to work based situations.

Learners will also attend a one-day workshop, contribute to a learning set and be supported by online tutorials.

The time taken to complete the module is likely to vary considerably as individual learner's situations will be different. Typically however the module will take around 8-10 weeks to complete, blending their learning with day-to-day responsibilities.

How much does it cost?

The cost (excl VAT) to NOA members is £1,595 (non members £1,895). This entitles them to access the learning materials for all units, the workshops required for them to complete the module and to submit their work for assessment and feedback and to attend the oral assessment day.

Module 3: Advanced Outsourcing Practice

Overview

This module is a self-managed work based learning project. Learners will demonstrate that they are able to work effectively with others to add value to sourcing projects and apply the principles they have learned in the Advanced Professional Certificate programme. This module will also require learners to demonstrate their professional ability to consider a work based problem,

research and develop a workable solution and to reflect on the effectiveness of the solution and capture learning which can then be applied to future situations.

Who is it for?

All those who have completed all prior requirements for the Advanced Professional Certificate in Outsourcing Practice and wish to complete the programme and receive the Advanced Professional Certificate award.

What does it cover?

Learners will choose a work-based project relevant to the work undertaken on the Advanced Professional Certificate. The project will need to be agreed with the programme tutor, and where appropriate with their organisational sponsor.

How does it work, and how long will it take to complete?

Learners will agree a personal work based learning project. They will be given a workbook, which will need to be completed and submitted for assessment against the criteria established for the Advanced Professional Certificate. The workbook will provide a structure for the learners to manage and report on their learning project.

They will establish a personal learning set to support their learning throughout the project. Learners will also attend workshops throughout the programme to receive support and coaching.

Typically learners will complete their project over a period of 3 months, although this may vary from learner to learner. The expectation is that much of the work (and learning) to complete this module will be considered to be 'on-the-job' activity. However, there will be some 'off-the-job' tasks such as writing up workbooks, attending workshops and action learning sets, and also holding discussions with sponsors and tutors. Learners will also be expected to read

How much does it cost?

The cost of Advanced Outsourcing Practice is £1,595 (£1,895 non-NOA members) and will include attendance at a workshop, online tutorial support, action learning set support, course materials and all university registration fees.

Diploma in Strategic Global Outsourcing

The Diploma differs significantly from the Professional and Advanced professional certificates as it is a postgraduate (M) level programme. At this level learners are not provided with taught input but are required to research for themselves particular areas within the outsourcing domain. Learners will need to demonstrate that they are able to undertake in depth research, to reflect critically on their experiences, their behaviours and the behaviours of others and to develop insightful analysis.

It is expected that learners who undertake the Diploma programme have at least 10 years organisational experience, 5 years experience within the outsourcing in a management role and are currently working in an outsourcing role.

Programme structure

The Diploma is organised into 3 modules, each of which will take typically 3 months to complete. Learners register for one unit at a time.

For each of the modules learners are required to define a learning question of their own choosing. Each learning question must be:

- relevant to outsourcing professionals and help to add to the knowledge of outsourcing and to the quality of outsourcing activities
- important to the learner's own organisation
- integral to the learners own work agenda
- agreed by the learners tutor and, where appropriate with their organisation sponsor

Learners will be allocated a programme tutor who will support them throughout the programme. They will also attend workshops and online tutorials and seminars (webinars) for each module and contribute to a learning set.

For each learning question learners will submit a clear terms of reference. They will then research, develop and submit a learning report of c.3,500 words. This learning report will be assessed against the learning criteria for the programme.

How much does it cost?

The cost of the Diploma in Strategic Global Outsourcing is £1,595 per module (£1,895 non-NOA members) and will include for each module attendance at a workshop; online tutorial support; action learning set support, access to support materials and all university registration fees.

Executive Diploma in Strategic Global Outsourcing

The Executive Diploma is a postgraduate (M) level programme designed specifically for those industry leaders who have considerable experience over many years in the outsourcing sector. The programme allows for prior learning to be accredited.

It is expected that learners who undertake the Executive Diploma programme have at least 20 years organisational experience and more than 10 years experience within the outsourcing in leadership roles and are currently working in an outsourcing leadership role.

Programme structure

The programme requires learners to submit evidence of prior learning relevant to their outsourcing practice, and most importantly to reflect on that learning and explain how the learning informs their current outsourcing practice. It is for many both a fascinating, motivational journey and also one that enhances current practice.

The Executive Diploma is organised into 2 modules,

Module 1 requires learners to:

- prepare an annotated CV
- submit a portfolio of evidence of significant outsourcing experience
- present a reflective commentary that identifies key learning points. The commentary is presented verbally to an assessor (s) (typically via a remote link) along with a written summary of the commentary.

Module 2 requires learners to submit a work-based project in which the learning identified in module 1 is linked to current practice in a job related challenge. The submission is a reflective piece of about 4,000 words that describes:

- the challenge they addressed
- options considered
- what was done
- how what was done reflects prior learning
- what happened regarding the job related challenge (the output), and how prior learning informed actions
- further learning that emerged and how this will impact future practice.

Learners will be allocated a programme tutor who will support them throughout the programme. They will also be encouraged to work and learn with others either in workshops or online tutorials / learning sets .

How much does it cost?

The cost of the Executive Diploma in Strategic Global Outsourcing is £3,995 per module (£4,995 non-NOA members) and will include for each module attendance at a workshop; online tutorial support; action learning set support, access to support materials and all university registration fees.

Masters in Strategic Global Outsourcing

This postgraduate programme is a natural progression for those who have completed the Diploma or Executive Diploma in Strategic Global Outsourcing. It requires a significant commitment but does provide participants with a structure that will support the development of their outsourcing practice and a qualification that will recognise their professional expertise in outsourcing.

The programme will also provide a learner with the structure to make significant contributions to thought leadership in outsourcing practice. The programme will expect the learner to engage in original research and to develop new ideas, insights and approaches to outsourcing issues.

Programme structure

To be awarded a Masters degree participants will need to earn 180 M level credits. To achieve this the NOA Masters is structured into 3 parts.

In Part 1 participants will undertake either the Diploma or Executive Diploma (see the outlines of these programmes earlier in this prospectus). These programmes are each worth 60 M level credits.

Part 2 requires the following:

- completion of an outsourcing question requiring submission of a paper c 4,000 words (this is a piece of work that is based on current work challenges / areas of interest) (20 credits)
- a project planning exercise around the work based project that will be undertaken in part 3 of the Masters, which is described below (10 credits)
- a unit in which the learner explores research methods (30 credits)

In total the second part is worth an additional 60 learning credits at postgraduate level

The final part is a work based project, which is worth 60 credits. This project again will be based on current work challenges / areas of interest and will be evidenced by submission of a project report.

Learners will be supported throughout the programme by a tutor. They will also be encouraged to work and learn with others either in workshops or online tutorials / learning sets.

How long will it take and how much does it cost?

The time taken to complete the Masters will vary considerably from learner to learner depending upon a number of factors including how they manage competing priorities, their experience and their personal motivation. Typically we would expect a well motivated learner to take around 2 years to complete a Masters degree.

The cost of the Masters in Strategic Global Outsourcing is £13,995 (£15,995 non-NOA members) and will include workshop attendance; tutor support; action learning set support, access to support materials and all university registration fees.

Summary of Programme costs

Programme	Module / Unit	Cost for NOA members (Excl VAT)	Cost for non members (Excl VAT)
NOA Professional Certificate in Outsourcing Practice	The Gateway	£545	£690
	Principles of Outsourcing	£1,300	£1,500
	Outsourcing Practice	£1,595	£1,895
NOA Advance Certificate in Outsourcing Practice	The Outsourcing Life Cycle	£1,595	£1,895
	Sourcing Locations	£1,595	£1,895
	Advanced Outsourcing Practice	£1,595	£1,895
NOA Diploma in Strategic Global Outsourcing	Diploma module 1	£1595	£1,895
	Diploma module 2	£1595	£1,895
	Work based project	£1595	£1,895
NOA Executive Diploma in Strategic Global Outsourcing	Note: Only individuals who have significant experience in outsourcing leadership will be accepted onto this programme.	£3,995	£4,995
NOA Masters in Strategic Global Outsourcing		£13,995	£15,995