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Management and Leadership Programmes

New Managers Programme
Higher Certificate in Management Development
Content

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The UFS Business School helps both individuals and companies to stay competitive, by bridging the gap between their existing skills and competencies and those required. The Business School makes it a priority to ensure that individuals and companies meet the challenges and opportunities presented, distinguish themselves from their competitors and achieve higher performance.

CENTRE FOR BUSINESS DYNAMICS

It is becoming increasingly difficult for companies and individuals to survive in today’s volatile and highly competitive global and domestic business environment.

The only absolute in this environment is that radical innovation and change are inevitable. This new business order demands new ways of thinking, new ways of managing, and new ways of working. Thus, of utmost importance in this new order is the extent to which companies invest in their capacity to innovate and change (aligning with current and future realities) that is, making their human capital and business models “revolution-ready”.

The Centre for Business Dynamics, under the banner of the Business School at the University of the Free State, will help you and your company stay competitive by bridging the gap between your existing skills and competencies and those required. We will make it our priority that you meet the challenges and opportunities presented, distinguish yourself from your competitors, and achieve higher performance. Our large portfolio of products and services, coupled with a network of national and international experts, enables us to offer tailored, state-of-the-art organisational and personal development solutions. From customised executive education programmes, workshops and consultations, to strategy and leadership development — we have it all. Make the call today and start investing in your success and the fulfilment of your dreams.

MISSION

The mission of the Centre for Business Dynamics is to offer customised training and development solutions of the highest quality and relevance, in order to ensure that the skills and competencies of companies and individuals are relevant and that they can cope effectively with the radical innovation and changes in their environments, thereby enhancing their ability to achieve success.

VISION

The vision of the Centre is to make a world-class contribution towards the future performance and competitiveness of the business sector in South Africa.

General Information

Learning Path

All the programmes presented by the UFS Business School lead to a formal qualification or professional designation.

The logical flow of the Learning Path is as follows:

- Credit-bearing Short Learning Programmes (including the NMP)
- Higher Certificate in Management Development (MDP)
- Bachelors in Management and Leadership (BML)
- Postgraduate Diploma in Business Administration (PGDip)
- Master of Business Administration (MBA)
- PhD

The New Managers Programme (NMP) is a formal 8 month certificate, aimed at the development of newly appointed or potential managers.

The Higher Certificate in Management Development (MDP) is a formal 1 year certificate, accredited by SAQA aimed at the development of middle management.

The Bachelors in Management and Leadership (BML) is an outcomes-based, part time formal tertiary qualification, specifically developed for adult learners. The BML adds value to the middle management levels by educating managerial leaders.

The Postgraduate Diploma in Business Administration (PGDip) is a formal postgraduate qualification.

The Master of Business Administration (MBA) programme is fully accredited by the Council for Higher Education. It is a part-time programme delivered at the Business School.

The PhD is a research-based qualification and is awarded with an endorsement in “Business Administration”.

The logical flow of the Learning Path is as follows:

- Credit-bearing Short Learning Programmes (including the NMP)
- Higher Certificate in Management Development (MDP)
- Bachelors in Management and Leadership (BML)
- Postgraduate Diploma in Business Administration (PGDip)
- Master of Business Administration (MBA)
- PhD
LEARNING PATH

New Managers Programme
Mode: Face-to-Face

Short Learning Programme
Modes: Online/Face-to-Face

Leadership Development Programmes
Mode: Face-to-Face

MDP
Higher Certificate in Management Development
Modes: Face-to-Face/Online
NQF level 5
1 Year

BML
Bachelors Degree in Management and Leadership
Modes: Face-to-Face/Modular/Online
NQF level 7
4 Years

PGDip
Postgraduate Diploma in Business Administration
Mode: Face-to-Face
NQF level 8
1 Year

MBA
Master of Business Administration
Mode: Face-to-Face
NQF level 9
2 Years

PhD
Philosophae Doctor
NQF level 10
2-5 Years

MDP is a formal higher certificate, accredited by SAQA.

The Higher Certificate in Management Development is credit bearing towards the Bachelors Degree in Management and Leadership, or any other first degree, students may enroll for the Postgraduate Diploma in Business Administration.

Upon completion of the Bachelors Degree in Management and Leadership, or any other Honors Degree, students may apply for the Masters Degree in Business Administration.

Upon completion of the Postgraduate Diploma in Business Administration, students may apply for the Masters Degree in Business Administration.

Upon completion of the Masters Degree in Business Administration, students may apply for the PhD.

Upon completion of the PhD the students contributes to the field via authoritative research articles and presentations.

CIPS
Upon completion of the Diploma in Procurement and Supply, Advanced Diploma in Procurement and Supply, the Executive Diploma in Procurement and Supply, students can obtain the international accredited designation MCIPS.

ACFE
Upon completion of the Advanced Certificate in Fraud Examination, students can obtain the international accreditation of Certified Fraud Examiner.

TAX
The PG Dip Tax provides updated information on tax legislation/practices and earns the student CPD points.

CREDITS
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New Managers Programme
MISSION
The main objective of the New Managers Programme is to assist employees in making a successful crossover from their current work levels to that of management. This can be achieved by explaining and practising the principles of management in order to help the participant develop into a self-reliant and creative manager.

INFORMATION
The economic challenges and responsibilities that South Africa is facing with, require management development within the context of unique and often fluctuating circumstances. Not only does this programme meet this important requirement, but it has been constructed in such a way that both the employer and employee will reap the benefits of the programme without being unduly inconvenienced. We believe that one should first be able to manage oneself before one can manage other people. For this reason self-development is a very important part of the programme. Leadership is something that can be acquired by everyone, and the objective of this programme is to help develop these properties in every student enrolled in the programme.

ENTRANCE REQUIREMENTS
Supervisors and potential first-level managers with a minimum of 2 years’ supervising experience and/or a manager’s recommendation.

REGULATIONS
Rules and regulations are available on request.

PROGRAMME STRUCTURE
Duration
The duration of the programme is approximately 8 months and the lectures are presented over 15 lecture days.

Lecturing times are from 08:15 to 16:30. Lecture days exclude the days on which the examination for each module will take place.

Language Medium
Discussions and assignments will be conducted and written in English.

Assessment
Evaluation will take place continuously. This includes assignments and personal learning experiences which will contribute towards a final portfolio of evidence.

Programme Registration and Fee
The programme fee is available on request and includes all study material. The closing date for registration is November for commencement the following year. Note that the programme can be customized and offered on an in-house basis for companies across South Africa.

Content
Various management topics are integrated in the programme covering the following themes:
- Leading People
- Leading Change
- Leading Operations
- Market Insights
- Labour Relations

The content above is covered in 9 academic modules and 2 support modules relating to assignments and examination.

Acknowledgment and Accreditation
The New Managers Programme is credit bearing towards the Higher Certificate in Management Development (MDP) at the UFS Business School. The NMP carries 14 credits to the Higher Certificate in Management Development (MDP) and therefore forms part of a learning path offered to UFS Business School students. This allows students without a degree to participate in management studies and eventually earning a management degree.
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<thead>
<tr>
<th>Day</th>
<th>Theme</th>
<th>Module</th>
<th>Unit</th>
<th>Topics</th>
<th>Assignment type</th>
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<td>LAUNCH</td>
<td>Programme Overview</td>
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<td>• Orientation</td>
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<td>• Presentation skills</td>
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<td>DAY 1 &amp; 2</td>
<td>Leadership foundations</td>
<td>Understand myself</td>
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<td>• Personality analysis</td>
<td>INDIVIDUAL</td>
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<td>• Identity and performance at work</td>
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<td>Understand others</td>
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<td>• Emotional intelligence: recognise own and other emotions</td>
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<td>Applied goal setting</td>
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<td>• Organisational goal link to personal goals</td>
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<td>• Time management</td>
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<td>Communicating as a leader</td>
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<td>• Interpersonal communication</td>
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<td>• Barriers in communication</td>
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<td>• Team communication</td>
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<td>• Strategies for communication</td>
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<td>DAY 3</td>
<td>Practical leadership</td>
<td>Leadership styles</td>
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<td>• Analysis of first line management environment</td>
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<td>• Link between job profile/tasks and strategic content</td>
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<td>• Leadership style analysis</td>
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<td>Leadership action</td>
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<td>• Performance management linked to leadership action</td>
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<td><strong>DAY 4</strong></td>
<td>The impact of change in the business environment</td>
<td>• The functioning of an economic system&lt;br&gt;• Demand &amp; supply&lt;br&gt;• The role of authority in an economic system</td>
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<td>Translation of business environment change into organisational strategy</td>
<td>• Vision, mission &amp; values&lt;br&gt;• Strategic choices / priorities&lt;br&gt;• Strategic objectives, measures and targets&lt;br&gt;• Strategic initiatives</td>
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<td>An eight step process for managing change</td>
<td>• Create a sense of urgency&lt;br&gt;• Pull together the guiding team&lt;br&gt;• Develop the change vision and strategy&lt;br&gt;• Communicate for understanding and buy in&lt;br&gt;• Empower others to act&lt;br&gt;• Produce short-term wins&lt;br&gt;• Don’t let up&lt;br&gt;• Create a new culture</td>
<td>INDIVIDUAL</td>
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<td>Employee engagement best practice</td>
<td>• The business case for engagement&lt;br&gt;• The look of engagement&lt;br&gt;• The feel of engagement&lt;br&gt;• So what about satisfaction?&lt;br&gt;• The engagement culture&lt;br&gt;• Actual changes that build and maintain engagement&lt;br&gt;• Leadership behaviour and engagement&lt;br&gt;• Resistance to change and engagement&lt;br&gt;• How should engagement initiatives be communicated?</td>
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<td>Project management in rolling out strategy</td>
<td>• Understanding the importance of projects in executing organisational strategy&lt;br&gt;• Project concepts&lt;br&gt;• Initiating the project&lt;br&gt;• Project planning&lt;br&gt;• Project execution&lt;br&gt;• Monitoring &amp; control&lt;br&gt;• Closing the project</td>
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| DAY 8 & 9| Leading Operations     | Operations & Logistics       | The fundamentals of operations and logistics              | - Defining operations  
- Defining operation management  
- Roles of the operational manager  
- The transformation process  
- Operations strategy  
- Different types of operations – operation characteristics |
|          |                        | Management                    | Application of operations and logistics theory            | - Internal customers and internal suppliers relationship  
- Performance objectives  
- Performance objectives and the internal supplier / customer  
- Product design / service design  
- Capacity  
- Buffering operations  
- The supply network perspective  
- Inventory  
- Enterprise resource management (ERP)  
- Just-in-time (JIT)  
- Quality and total quality management (TQM) |
| DAY 10 & 11| Costing Accounting   |                               | Basic accounting and the concept of cost                 | - Reasons why management needs financial information  
- Cost classification |
|          |                        |                               | Break-even calculation                                  | - The relationship between various types of cost, volume of sales and profit  
- Break-even analysis  
- The practical use of the break-even concept |
|          |                        |                               | Budgeting                                                 | - What is a budget?  
- The importance of a budget for management  
- Managing a budget (planning, control and coordination)  
- The budgeting process |
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<td>DAY 12: MARKET INSIGHTS</td>
<td>Marketing</td>
<td>Basic concepts of marketing</td>
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<td>• The critical role of marketing in organisations and in society</td>
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<td>• The basics concepts of marketing</td>
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<td>• The marketing management process</td>
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<td>Information Technology and</td>
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<td>The role of information technology in</td>
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<td>Marketing Communication</td>
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<td>your personal and business marketing</td>
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<td>• Labour Relations Act</td>
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<td>• Discrimination in human resource management</td>
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<td>• Basic conditions of the employment act</td>
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<td>• Unemployment insurance act</td>
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<td>DAY 14: LABOUR RELATIONS</td>
<td>Labour Relations</td>
<td>Labour relations and the legalistic framework</td>
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<td>• Strikes and lock-outs in South Africa</td>
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<td>• Staff reduction procedures</td>
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<td>• Disciplinary process</td>
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<td>• Discipline and dismissal</td>
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<td>• Grievances</td>
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<td>• Incapacity due to unsatisfactory work performance</td>
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<td>Procedures in labour relations</td>
<td>Unfair dismissal and unfair labour practice</td>
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<td>• Practical collective bargaining and negotiations</td>
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<td>• Conflict and power in the negotiation process</td>
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<td>• Bargaining strategies</td>
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<td>• The sub-process of negotiations</td>
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<td>• Personality and skills dimensions of a negotiator</td>
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<td>• Negotiations tactics</td>
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<td>• Mistakes during negotiations</td>
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<td>Negotiation skills</td>
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<td>DAY 15</td>
<td>ASSESSMENT PREPARATION</td>
<td>Final Assessment</td>
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<td>Assignment</td>
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<td>• The nature of the final assessment will determine the support/coaching provided</td>
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be worth more

Higher Certificate in Management Development
INFORMATION
The Business School within the Faculty of Economic and Management Sciences, has established itself as a leader in South Africa in the provision of Higher Certificate in Management Development. A dynamic supplement to this spectrum of management programmes on offer, is an excellent Higher Certificate in Management Development (MDP). The MDP emphasises leadership development, the broadening of insight by exposure to the most important management disciplines and its integration into a total management approach. This tailor-made qualification has been designed to assist institutions in both the private and public sectors. It is aimed at developing employees, especially focused on middle management group level, to enterprising and professional managers.

ENTRANCE REQUIREMENTS
Grade 12 and/or 3 years’ management experience and/or a manager’s recommendation.

REGULATIONS
Rules and regulations are available on request.

PROGRAMME STRUCTURE

Duration
The duration of the programme is approximately 1 year.

Language Medium
A team of lecturers with vast experience in different fields of management, leadership, entrepreneurship, etc. present the Higher Certificate in Management Development in English.

Assessment
The MDP programme involves resource-based learning for adults. This means self-study with the aid of course guides. Assessments include assignments and open-book examinations.

Programme Registration and Fee
The programme fee is available on request and includes all study material. The closing date for registration is November for commencement the following year. Note that the programme can be customised and offered on an in-house basis for companies across South Africa.

Content
Various management topics are integrated in the programme. The content is covered in 16 academic modules.

Acknowledgment and Accreditation
After the successful completion of the programme, the participant will receive a certificate issued and endorsed by the UFS. Awarding of certificates will take place at a certificate ceremony. The MDP is also credit-bearing towards the Bachelors Degree in Management Leadership (BML).

All the modules are also presented as Short Learning Programmes

Content
Various management topics are integrated in the programme. The content is covered in 16 academic modules.

Acknowledgment and Accreditation
After the successful completion of the programme, the participant will receive a certificate issued and endorsed by the UFS. Awarding of certificates will take place at a certificate ceremony. The MDP is also credit-bearing towards the Bachelors Degree in Management Leadership (BML).

All the modules are also presented as Short Learning Programmes
HIGHER CERTIFICATE IN MANAGEMENT DEVELOPMENT (MDP)

**FACE-TO-FACE**
- Class attendance is compulsory
- Time table excludes time given to complete assignment & examination
- 30 Days Class Attendance

**ONLINE**
- Online platform includes self study, quizzes and discussions
- Time table excludes time given to complete assignment & examination
- Continuous Self Study

Duration of programme: 1 year

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**Studying Options**

- **Face-to-face**
  - Class attendance is compulsory
  - Time table excludes time given to complete assignment & examination
  - 30 Days Class Attendance

- **Online**
  - Online platform includes self study, quizzes and discussions
  - Time table excludes time given to complete assignment & examination
  - Continuous Self Study

- **Duration of programme: 1 year**
MDP MODULES:

- Foundation Skills
- General Management & Business Communication
- Financial Management & Cost Accounting for Non-financial Managers
- Economics & Banking for Managers
- Business & Information Technology
- Enterprise Risk Management
- Strategic & Change Management
- People Management
- Leadership Development
- Marketing
- Labour Relations
- Institutional Memory & Knowledge Management
- Operations & Logistics Management
- Ethics & Governance
- Project & Programme Management
- Entrepreneurship & Innovation

- Foundation Skills
  - How to read an academic text to facilitate retention of information
  - Structure the reading of academic material
  - Use the SQ3R reading strategy to access academic texts
  - Identify the target audience and purpose for writing
  - Planning of the writing process
  - Formulation of a thesis statement
  - Write a paragraph, an introduction and conclusion
  - Organising the body of an academic essay
  - Appropriate punctuation
  - Referencing styles and punctuation

- General Management & Business Communication
  - Communication techniques and communication skills
  - The four functions of management:
    - Planning and Decision Making
    - Organising
    - Leading and Implementing
    - Control

- MDP MODULES:
Financial Management & Cost Accounting for Non-financial Managers

- Basic accounting
- Analysis of financial statements and cash flows
- Cost-volume-profit analysis
- Budgeting
- Balanced scorecard
- Ratio analysis
- Cost of capital
- Debt versus equity
- Evaluating capital budgeting projects using Net Present Value (NPV)
- The management of growth
- Performance appraisal using EVA

Economics & Banking for Managers

- Factors influencing price sensitivity for a specific product
- The interaction of market forces of demand and supply in order to determine price and output
- The impact of market power and price regulation (like price ceilings and price floors) on price and output levels of a specific product
- The interrelation of key concepts such as economic growth, inflation, interest rates, exchange rates, etc. in the macro-economy
- Globalisation, its economic impact and the key forces that are driving it
- The different financial institutions
- Advantages of financial institutions and markets
- The role of the different types of financial instruments in the operation of a modern economy
- The different types of financial markets, such as primary and secondary markets, money markets, capital markets, debt markets and foreign exchange markets
- The role and functions of the South African Reserve Bank

Business & Information Technology

- The role of technology in business decisions
- IT in business processes
- Changes in technology and the impact thereof on a business
- The impact of technology on business growth with regards to:
  - Purpose
  - Impact
  - Efficiency
  - Investment
- The management of IT risks on the basis of the:
  - Identification, assessment and mitigation of risks
  - Development of response plans
  - Revision of risk management procedures
  - Legal requirements
  - Policies and procedures
  - Reduction of IT risks
- Protection of personal information (ICT Law and POPI Bill)
- Next generation IT trends
- Defining cloud computing
- Technology and TCO
- The use of Microsoft applications in business
Enterprise Risk Management
- Defining a risk
- Risks organisations are exposed to
- The increasing importance of managing risks
- Triggers of risks
- Risks along the value chain
- Cascading risks
- Defining risk management
- The risk management process:
  - Risk assessment
  - Risk response

Strategic & Change Management
- Strategic vision and mission
- Exploration of the external environment
- Analysis of the internal environment
- Strategic goals and strategy formulation
- Competitive and grand strategies
- Strategy maps
- Implementing a strategy
- Organisational context as an element of strategy implementation
- Strategic control
- Management of change

People Management
- Human resources planning
- Job analysis
- Recruitment and selection
- Training and development
- The meaning and nature of motivation
- Theories about work motivation
- The components of the career development perspective
- The nature and content of performance appraisal
- Performance appraisal techniques
- Job evaluation methods
- The nature and essence of self-development
- Influence of self-image on the individual's general functioning
- Strategies for improvement of a positive self-image
- The nature and meaning of stress
- Symptoms of stress
- Strategies for handling stress effectively
Leadership Development
- Organisation context: Traditional versus 21st century organisations
- The role, tasks and skills of the leader
- The importance of self-development and self-knowledge within a leadership context
- Personality preferences and leadership
- Emotional intelligence and leadership
- Managing interpersonal conflict
- Creative problem solving
- Intra- and interpersonal communication skills and strategies
- Empowering the team
- The overall management of diversity within the context of a 21st century organisation

Marketing
- Marketing management and the marketing concept module
- The marketing environment
- Consumer behaviour and decision making
- Market segmentation and target marketing
- Product and pricing decisions
- Marketing communication
- Distribution decisions
- Services marketing
- Strategic marketing planning
- Functional / operational marketing planning
- Customer relationship management
- The digital marketing environment
- Consumer behaviour and digital marketing
- Digital marketing and marketing strategy
- Contemporary topics in digital marketing

Labour Relations
- Labour relations and the legalistic framework:
  - Labour Relations Act
  - Discrimination in human resource management
  - Basic Conditions of the Employment Act
  - Unemployment Insurance Act
- Unfair dismissal and unfair labour practices
- Procedures in labour relations:
  - Strikes and lock-outs in South Africa
  - Staff reduction procedures
  - Disciplinary process
  - Discipline and dismissal
  - Grievances
  - Incapacity due to unsatisfactory work performance
- Negotiation skills:
  - Practical collective bargaining and negotiations
  - Conflict and power in the negotiation process
  - Bargaining strategies
  - The sub-process of negotiations
  - Personality and skills dimensions of a negotiator
  - Negotiations tactics
  - Mistakes during negotiations
Institutional Memory & Knowledge Management

- The importance of knowledge
- Converting one type of knowledge to another
- Institutional / organisational memory
- The importance of organisational memory
- Causes of losing organisational memory
- The effects of the loss of organisational memory
- Knowledge management
- Why knowledge management often fails
- Why knowledge management often succeeds
- Ways of knowledge acquisition, preservation and sharing
- Knowledge management: methods attempting to retain
- Best practice: capturing and preserving knowledge for reuse
- Communities of practice

Operations & Logistics Management

- Defining operations and operations management
- Roles of the operational manager
- The transformation process and operations strategy
- Different types of operations – operation characteristics
- Internal customers and internal suppliers relationship
- Performance objectives and the internal supplier / customer
- Product design / service design
- Capacity and buffering operations
- The supply network perspective
- Inventory planning and control
- Enterprise Resource Management (ERP) and Materials Requirement Planning (MRP)
- Learn synchronisation and Just-in-Time (JIT)
- Quality and Total Quality Management

Ethics & Governance

- Governance in South Africa, with regards to the legal framework
- Corporate ethics and avoiding high risk areas
- Ethics defined
- Governance:
  - The three pillars for good governance and sustainable development
  - Accountability in governance
  - Trust in governance
- Differentiating between right and wrong
- What makes something ethical
- Division of action into three categories
- The importance of ethics
- Rights and responsibilities
- Descriptive ethics:
  - Normative ethics
  - Teleological ethics
  - Deontological ethics
  - Meta-ethical theories
- The art of living – making choices
- Applied ethics
- The natural environment – is it natural/morally correct?
- Man-made environments
- Media issues
Project & Programme Management

- Modern project management
- The development of project management systems
- Defining of the project
- Cost estimation and development of the budget
- Development and construction of the project network:
  - Gantt charts
  - Pert simulation
- Project management structures
- Leadership: Be an effective project manager
- Progress, performance measurement and evaluation
- Project audit and closure

Entrepreneurship & Innovation

- Importance and scope of entrepreneurship
- The fundamental concepts of entrepreneurship
- Opportunity screening: The driving forces of successful new venture creation
- Intrapreneurship: Referring to the need for entrepreneurship in big companies
- Opportunity Screening: Identifying and presenting an original opportunity
- Innovation and commercialization
- The writing of a business plan
- Creating an entrepreneurial team
- Determining the amount of capital / resources needed to start a business
- Assessing the various sources of funding, focusing on debt and equity

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