



# HIGHER CERTIFICATE IN MANAGEMENT DEVELOPMENT (HCert)



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*Inspiring excellence, transforming lives  
through quality, impact, and care.*



## 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. The HCert 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

- Be at least 22 years of age
- Be in possession of a National Senior Certificate (NSC) with appropriate subject combinations and levels of achievement that has been certified with an applicable endorsement by Umalusi, or
- Be in possession of a National Certificate Vocational (NCV) with appropriate subject combinations and levels of achievement
- Have 3 years' management experience or 5 years' work experience
- Submit a manager's/supervisor's recommendation

## REGULATIONS

Rules and regulations are available on request.

## MODE OF DELIVERY

**Public intakes:** Online

**Inhouse intakes:** Online, Face-to-Face or Blended Learning

## PROGRAMME STRUCTURE



### DURATION

The duration of the programme is 1 year.



### LANGUAGE MEDIUM

English.



### ASSESSMENT

The HCert programme involves resource-based learning for adults. This means self-study with the aid of programme guides. Assessments include formative and summative assessments.



### PROGRAMME REGISTRATION

The programme fee is available on request and includes all study material.



### CONTENT

Various management and leadership topics are integrated in the programme in order to expose the participant to a broad spectrum of knowledge, establishing a sound management and leadership foundation. The content is covered in 16 academic modules.



### ACKNOWLEDGMENT AND ACCREDITATION

After the successful completion of the programme, the participant will receive a certificate (NQF level 5) issued and endorsed by the UFS. This programme forms part of a learning path offered to UFS Business School participants and allows participants, without a degree, to participate in management studies and eventually earn a management degree.

HCert (Management Development)

Total minimum credits: 135

NQF Exit Level 5

SAQA ID: 96676



### RESOURCES:

- All resources and study material will be available on the learner management system upon registration of the programme.
- Participants need to have access to a laptop, desktop computer and secure internet connection.
- All virtual sessions will be presented on the learner management system, unless otherwise communicated.



# HCERT MODULES

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## 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 & COMMUNICATION

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

## ETHICS & GOVERNANCE

- Introduction to ethics
- Rights and responsibilities
- Organisational values
- Ethical standards at workplaces
- Code of conduct
- Workplace challenges
- Applied ethics
- Introduction to governance
- Corporate governance
- Corporate governance in practice

## FINANCIAL MANAGEMENT & COST ACCOUNTING

- 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 Nett Present Value (NPV)
- The management of growth
- Performance appraisal using EVA

## MARKETING & DIGITAL 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

## **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 bank of South Africa

## **BUSINESS & INFORMATION TECHNOLOGY**

- Introduction to business and information technology
- Fundamentals of strategic information systems
- Business process re-engineering (BPR) using information technology
- Enterprise resource planning (ERP) systems
- Information technology management (for non-IT managers)
- Information and data management
- Big data
- Data governance
- Data analytics
- Information technology security management

## **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

## **LABOUR RELATIONS**

- An introduction to Labour Legislation in South Africa
  - The elements of labour relations.
  - Labour Relations Act (Act 66 of 1995) as amended.
  - Functions of the CCMA/Bargaining Council.
  - Discrimination and human dignity.
  - The Employment Equity Act.
  - Basic Conditions of Employment Act.
  - Unemployment Insurance Act.
- Labour relations in the workplace
  - Unfair dismissals.
  - Unfair labour practices.
  - Substantive and procedural fairness in dismissal cases.
  - Disciplinary procedures/process.
  - Grievance procedures/process.
  - Preparation for a misconduct and poor performance hearing/counselling.
  - Protected and unprotected strikes and lock-outs.



## 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



## 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

## 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

## 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

## PROJECT & PROGRAMME MANAGEMENT

- The fundamentals of project and programme management
- Theoretical approaches and concepts related to programme and project management
- Project management in context: project phases; life cycles; stakeholders; and knowledge areas.
- The interface between strategic planning and project management
- The 'nuts and bolts' of project management
- The development of project management systems
- Defining the project
- Cost estimation and development of the budget
- Development and construction of the project network
- Gant charts
- Project management structures
- Project monitoring and evaluation
- Progress, performance measurement and evaluation
- Monitoring the quality of the project
- Project audit and closure



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*My overall experience of the Higher Certificate in Management Development was impressive. I came into it with an expectation to better myself in my career; I believe that I will achieve this, as I was presented with tools and techniques that will help me grow professionally. As I went through the programme, I developed a sense of ambition and my strategic thinking progressed. I learned a lot about the basics of an everyday business world as we went through different modules, and there were a lot of 'aha' moments.*

**Tiisetso Mokoena, top student Class of 2020**

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*The Higher Certificate in Management Development was both humbling and enriching and my personal growth was uncomprehending. It provided me with the necessary tools and skill set to establish and maintain a successful business; as it was practical and relevant supporting my own vision and business plan in my business... I would recommend this course to any entrepreneur.*

**Adriaan van Wyk**



**ENQUIRIES**

**Ansie Barnard**

Strategic Partnerships

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