



# NEW MANAGERS PROGRAMME (NMP)



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

## 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 participant 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.



### LANGUAGE MEDIUM

English.



### ASSESSMENT

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



### PROGRAMME REGISTRATION

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



### CONTENT

Various management topics are integrated in the programme covering the following themes:

- Leading People
- Leading Change
- Leading Operations
- Market Insights
- Labour Relations

Note that the programme can be customised and offered on an in-house basis for companies across South Africa.



### ACKNOWLEDGMENT AND ACCREDITATION

After the successful completion of the programme, the student will receive a certificate (Academic level 5) issued and endorsed by the UFS. Recognition to the Higher Certificate in Management Development is available (13 credits). This programme forms part of a learning path offered to UFS Business School students and allows students, without a degree, to participate in management studies and eventually earn a management degree.

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## PoE Cycle

The Portfolio of Evidence Cycle consists of:

Developing an  
Action Plan

Discussing the  
Action Plan with  
your workplace  
mentor

Documenting your  
learning in a PoE. The  
PoE Cycle repeats  
under each theme.

# THEME 1

Day	Theme	Module	Unit	Topics	Assignment type
LAUNCH			Programme Overview	<ul style="list-style-type: none"><li>• Orientation</li><li>• POE management</li><li>• Assignment coaching</li><li>• Presentation skills</li></ul>	INDIVIDUAL
	DAY 1 & 2	LEADING PEOPLE	Leadership foundations	Understand myself	
Understand others				<ul style="list-style-type: none"><li>• Emotional intelligence: recognise own and other emotions</li><li>• Diversity circle</li></ul>	
Applied goal setting				<ul style="list-style-type: none"><li>• Career and personal goal setting</li><li>• Organisational goal link to personal goals</li><li>• Time management</li></ul>	
Communicating as a leader				<ul style="list-style-type: none"><li>• Interpersonal communication</li><li>• Barriers in communication</li><li>• Team communication</li><li>• Strategies for communication</li></ul>	
DAY 3	LEADING PEOPLE	Practical leadership	Leadership styles	<ul style="list-style-type: none"><li>• Analysis of first line management enviroment</li><li>• Link between job profile/tasks and strategic content</li><li>• Leadership style analysis</li></ul>	
			Leadership action	<ul style="list-style-type: none"><li>• Leadership action analysis</li><li>• Performance management linked to leadership action</li></ul>	
		ASSIGNMENT			



# THEME 2

Day	Theme	Module	Unit	Topics	Assignment type
DAY 4	LEADING CHANGE	The World of Business	The impact of change in the business environment	<ul style="list-style-type: none"><li>• The functioning of an economic system</li><li>• Demand &amp; supply</li><li>• The role of authority in an economic system</li></ul>	INDIVIDUAL
			Translation of business environment change into organisational strategy	<ul style="list-style-type: none"><li>• Vision, mission &amp; values</li><li>• Strategic choices / priorities</li><li>• Strategic objectives, measures and targets</li><li>• Strategic initiatives</li></ul>	
Executing Strategy		An eight step process for managing change	<ul style="list-style-type: none"><li>• Create a sense of urgency</li><li>• Pull together the guiding team</li><li>• Develop the change vision and strategy</li><li>• Communicate for understanding and buy in</li><li>• Empower others to act</li><li>• Produce short-term wins</li><li>• Don't let up</li><li>• Create a new culture</li></ul>		
		Employee engagement best practice	<ul style="list-style-type: none"><li>• The business case for engagement</li><li>• The look of engagement</li><li>• The feel of engagement</li><li>• So what about satisfaction?</li><li>• The engagement culture</li><li>• Actual changes that build and maintain engagement</li><li>• Leadership behaviour and engagement</li><li>• Resistance to change and engagement</li><li>• How should engagement initiatives be communicated?</li></ul>		
		Project management in rolling out strategy	<ul style="list-style-type: none"><li>• Understanding the importance of projects in executing organisational strategy</li><li>• Project concepts</li><li>• Initiating the project</li><li>• Project planning</li><li>• Project execution</li><li>• Monitoring &amp; control</li><li>• Closing the project</li></ul>		
DAY 5		ASSIGNMENT			
DAY 6 & 7	ASSIGNMENT				

# THEME 3

Day	Theme	Module	Unit	Topics	Assignment type
DAY 8 & 9	LEADING OPERATIONS	Operations & Logistics Management	The fundamentals of operations and logistics	<ul style="list-style-type: none"><li>• Defining operations</li><li>• Defining operation management</li><li>• Roles of the operational manager</li><li>• The transformation process</li><li>• Operations strategy</li><li>• Different types of operations – operation characteristics</li></ul>	INDIVIDUAL
			Application of operations and logistics theory	<ul style="list-style-type: none"><li>• Internal customers and internal suppliers relationship</li><li>• Performance objectives</li><li>• Performance objectives and the internal supplier / customer</li><li>• Product design / service design</li><li>• Capacity</li><li>• Buffering operations</li><li>• The supply network perspective</li><li>• Inventory</li><li>• Enterprise resource management (ERP)</li><li>• Just-in-time (JIT)</li><li>• Quality and total quality management (TQM)</li></ul>	
Financial Touchpoints		Basic accounting and the concept of cost	<ul style="list-style-type: none"><li>• Reasons why management needs financial information</li><li>• Cost classification</li></ul>		
		Break-even calculation	<ul style="list-style-type: none"><li>• The relationship between various types of cost, volume of sales and profit</li><li>• Break-even analysis</li><li>• The practical use of the break-even concept</li></ul>		
		Budgeting	<ul style="list-style-type: none"><li>• What is a budget?</li><li>• The importance of a budget for management</li><li>• Managing a budget (planning, control and coordination)</li><li>• The budgeting process</li></ul>		
DAY 10 & 11		ASSIGNMENT			

# THEME 4

Day	Theme	Module	Unit	Topics	Assignment type
DAY 12	MARKET INSIGHTS	Marketing	Basic concepts of marketing	<ul style="list-style-type: none"><li>• The critical role of marketing in organisations and in society</li><li>• The basics concepts of marketing</li><li>• The marketing management process</li><li>• The marketing recipe</li><li>• Marketing strategy</li></ul>	INDIVIDUAL
DAY 13		Information Technology and Marketing Communication	The role of information technology in your personal and business marketing environment	<ul style="list-style-type: none"><li>• Information technology</li><li>• Marketing communication</li></ul>	
DAY 14	LABOUR RELATIONS	Labour Relations	Labour relations and the legalistic framework	<ul style="list-style-type: none"><li>• Labour Relations Act</li><li>• Discrimination in human resource management</li><li>• Basic conditions of the employment act</li><li>• Unemployment insurance act</li></ul>	
			Unfair dismissal and unfair labour practice	<ul style="list-style-type: none"><li>• Unfair dismissal and unfair labour practice</li></ul>	
			Procedures in labour relations	<ul style="list-style-type: none"><li>• Strikes and lock-outs in South Africa</li><li>• Staff reduction procedures</li><li>• Disciplinary process</li><li>• Discipline and dismissal</li><li>• Grievances</li><li>• Incapacity due to unsatisfactory work performance</li></ul>	
			Negotiation skills	<ul style="list-style-type: none"><li>• Practical collective bargaining and negotiations</li><li>• Conflict and power in the negotiation process</li><li>• Bargaining strategies</li><li>• The sub-process of negotiations</li><li>• Personality and skills dimensions of a negotiator</li><li>• Negotiations tactics</li><li>• Mistakes during negotiations</li></ul>	
ASSIGNMENT					
DAY 15	ASSESSMENT PREPARATION	Final Assessment		<ul style="list-style-type: none"><li>• The nature of the final assessment will determine the support/coaching provided</li></ul>	



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## ENQUIRIES

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Strategic Partnerships

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