Foundation Skills

Objectives of the Course

The aim of this course is to equip participants with academic reading and writing skills, which is a minimum requirement for any academic course taken. It offers participants an opportunity to acquire the academic literacy skills needed in order to successfully pursue tertiary studies. The mastery of these skills will serve as a guide to all modules within the MDP.

Learning Outcomes

By the end of the course, participants should be able to:

- Structure a reading effort and read with comprehension
- Structure the writing of an assignment or report appropriately
- Appropriately apply punctuation and referencing of sources

Course Outline & Topics to be Covered

- 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

Who Should Attend?

Foundation Skills is intended for any individual who intends to pursue an academic qualification.

Duration:

- Face-to-Face: 1 day
- Online: 7 days

Accreditation:

This course is accredited with the UFS and is credit bearing towards the MDP (Management Development Programme).

All short courses can be customised and offered on an in-house basis.

NQF level: 5
Credits: 1

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General Management & Business Communication

Objectives of the Course
To share the latest developments in:
- Communication techniques
- Communication skills
- The four functions of management, namely planning, organising, activation and control

Learning Outcomes
By the end of the course, participants should be able to:
- Understand and apply the four functions of management (planning, organising, activation and control)
- Understand the importance of communication and be introduced to techniques to help improve communication skills

Course Outline & Topics to be Covered
- Communication techniques and communication skills
- The four functions of management:
  - Planning and decision making
  - Organising
  - Leading and implementing
  - Control

Who Should Attend?
- General managers
- Supervisors
- Team leaders
- Project managers

Duration:
Face-to-Face: 1 day
Online: 7 days

Accreditation:
This course is accredited with the UFS and is credit bearing towards the MDP (Management Development Programme).
All short courses can be customised and offered on an in-house basis.
NQF level: 5
Credits: 3

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Financial Management & Cost Accounting for Non-financial Managers

Objectives of the Course
To equip participants to grasp the concept of creating shareholders’ value through investment decisions, the financing decision, growth and operational decisions. Most business decisions impact directly on financial performance and cash flows. It is important to analyse these decisions and its impact on the sustainable profitability of business, using actual problems and case studies.

Learning Outcomes
By the end of the course, participants should be able to:
- Read financial statements with an understanding of the basic accounting principles
- Compile a budget, understanding the importance of cost behaviour and the break-even analysis
- Analyse the financial statements using ratio analysis
- Perform cost-volume-profit and break-even analysis
- Integrate both financial and non-financial performance measures using balanced scorecards
- Evaluate capital investment projects using discounted cash flow techniques
- Compute the cost of capital, understanding the impact of risk on the required rate of return investors
- Comprehend the importance of sustainable growth and the impact of growth on the cash flows of the business
- Assess the performance of different divisions using economics value added (EVA)

Course Outline & Topics to be Covered
- 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 Netted Present Value (NPV)
- The management of growth
- Performance appraisal using EVA
Economics & Banking for Managers

Objectives of the Course

- Economics & Banking for Managers aims to provide participants with a good understanding of the main role players in the economy, the rationale behind decisions taken by them, and examining different types of markets (microeconomics).
- It also focuses on understanding the economy as a whole and investigating the meaning and interpretation of economic growth, inflation, exchange rates, etc (macroeconomics).
- Within the banking part, the South African banking industry is explored, with specific attention paid to how banks function, what the role of the Reserve Bank is and what main risks banks are exposed to. This knowledge will enable the participant to better analyse the economy and banking sector, and to accurately interpret changes in the economy and the global economy as well as their implications for their organisations.

Learning Outcomes

By the end of the course, participants should be able to:

- Understanding how the economy works and explain how interest rates are determined, why there is an increase or decrease, and when an increase or decrease can be observed.
- Explain how exchange rates are determined, and why and when they can change.
- Think and reason about macro-economics.
- Understand globalisation and its effect on the South African economy.
- Identify factors influencing price sensitivity for a specific product.
- Understand how the market forces of demand and supply interact to determine price and output.
- Comprehend how market power and price regulation (such as price ceilings and price floors) impact on price and output levels of a specific product.
- Discern the functions and definitions of money and explain the creation and control of money.
- Distinguish between the money and the capital market.
- Identify and discuss the financial instruments.
- Highlight and explain the various financial institutions and their operations.
- Apply instruments of monetary policy in the South African context.
- Explain important exchange rate determinants.
- Understand the political economy of South Africa.

Who Should Attend?

The course is aimed at all individuals, but specifically those in management and policy-making positions, that are responsible for key decision-making within their organisations (e.g. banks, public sector and private sector companies).

Duration:

- Face-to-Face: 2 days
- Online: 14 days

Accreditation:

This course is accredited with the UFS and is credit bearing towards the MDP (Management Development Programme).

All short courses can be customised and offered on an in-house basis.

NQF level: 5
Credits: 9

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Economics & Banking for Managers (continued)

Course Outline & Topics to be Covered

- 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

Who Should Attend?

The course is aimed at all individuals, but specifically those in management and policy-making positions, that are responsible for key decision-making within their organisations (e.g. banks, public sector and private sector companies).

Duration:

Face-to-Face: 2 days
Online: 14 days

Accreditation:

This course is accredited with the UFS and is credit bearing towards the MDP (Management Development Programme).
All short courses can be customised and offered on an in-house basis.

NQF level: 5
Credits: 9

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Business & Information Technology

Objectives of the Course
Business and Information Technology aims to provide participants with a practical approach to the management and assessment of the information and communication infrastructure. This aids in achieving business goals based on generally accepted best practices and international standards. This course will help participants in understanding the role of technology in business, assessing their own business environment and identifying the need for technology in the business environment and organisation.

Learning Outcomes
By the end of the course, participants should be able to:

- Understand the role of technology in business
- Understand the impact of Information Technology (IT) in business processes
- Evaluate the purpose, impact and efficiency of IT for business growth
- Identifying, assessing, and managing IT and communications risks
- Review the risk management procedures relating to the use of technology including:
  - Legal Requirements
  - Policies and Procedures
- Understanding the impact of the Information and Communications Technology (ICT) law and the Protection of Personal Information (POPI) bill on the use of IT
- Evaluate and calculate the Total Cost of Ownership (TCO) in owning and using technology and outsourcing to vendors
- Understand the impact and cost of Cloud Computing and evaluating future trends in IT

Course Outline & Topics to be Covered
- 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

Who Should Attend?
This course is aimed at individuals interested in improving their understanding of the impact of ICT on business processes and strategy in order to evaluate and improve the effectiveness of Business Information Technology within their organisation.

Duration:
Face-to-Face: 1 day
Online: 7 days

Accreditation:
This course is accredited with the UFS and is credit bearing towards the MDP (Management Development Programme).

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NQF level: 5
Credits: 1

All short courses can be customised and offered on an in-house basis.
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

Who Should Attend?
This course is aimed at individuals interested in improving their understanding of the impact of ICT on business processes and strategy in order to evaluate and improve the effectiveness of Business Information Technology within their organisation.

Duration:
Face-to-Face: 1 day
Online: 7 days

Accreditation:
This course is accredited with the UFS and is credit bearing towards the MDP (Management Development Programme).
All short courses can be customised and offered on an in-house basis.
NQF level: 5
Credits: 1

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People Management

Objectives of the Course

People (human resources) are viewed by most experts as the most important asset of any organisation. Managing the people within an organisation is often the most challenging and complex task required of a manager. The objective of the course is to teach the basic principles of human resource management — how an organisation acquires, rewards, motivates, uses, and generally manages its people effectively.

Learning Outcomes

By the end of the course, participants should be able to:

- Manage oneself and people with different behavioural styles
- Facilitate self-understanding and emotional intelligence in order to enhance personal effectiveness
- Equip the participant with stress management skills
- Understand the role of human resource planning within the strategic environment of an organisation
- Perform a job analysis as part of the human resource planning process
- Understand and apply best practices in the recruitment and selection processes
- Understand job evaluation methods, specifically within a South African context
- Effectively manage the performance and motivation of employees
- Understand and apply the various steps in the human resources training and development process in practice
- Apply the principle of ensuring a significant return on investment of training interventions planned and implemented
- Understand career management and the function thereof in the human resource system

Course Outline & Topics to be Covered

- Human resources planning
- Job analysis
- Recruitment and selection
- Training and development
- The meaning and nature of motivation
- Theories about work motivation
People Management (continued)

- 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

Who Should Attend?

This course is recommended for managers or supervisors who is either currently managing others, has the potential to manage others, or individuals who wishes to grow and develop their management abilities.

Duration:

Face-to-Face: 2 days
Online: 14 days

Accreditation:

This course is accredited with the UFS and is credit bearing towards the MDP (Management Development Programme).

All short courses can be customised and offered on an in-house basis.

NQF level: 5
Credits: 12

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Strategic & Change Management

Objectives of the Course

The aim of Strategic & Change Management is to provide participants with the necessary knowledge, skills and competencies to successfully plan, implement and manage their own strategies. It is important for every employee in an organisation to understand why strategic management is seen as a vital element to an organisation’s success.

Learning Outcomes

By the end of the course, participants should be able to:

- Understand why strategic management is seen as an important element of an organisation’s success
- Get an overall view of the process of strategic management
- Have a thorough knowledge of the concepts strategic vision and mission
- Identify the elements that are important to include in an environmental analysis
- Understand the impact of the external environment on strategic decisions
- Understand the importance of effective internal analysis of the environment for strategic decision-making
- Distinguish between the various levels of strategy formulation
- Formulate strategic goals for an organisation
- Have a good understanding of the relationship between strategy and competitive advantage
- Formulate competitive strategies for an organisation
- Formulate grand strategies for an organisation
- Understand the meaning and role of the balanced scorecard in strategy formulation
- Understand and apply strategy maps to an organisation
- Understand the framework for strategy implementation
- Strategic control as a component of the strategic management process

Who Should Attend?

The course is aimed at all individuals, but specifically those in management and leadership positions who have a responsibility regarding strategy development and implementation.

Duration:

Face-to-Face: 2 days
Online: 14 days

Accreditation:

This course is accredited with the UFS and is credit bearing towards the MDP (Management Development Programme).

All short courses can be customised and offered on an in-house basis.

NQF level: 5
Credits: 11

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Course Outline & Topics to be Covered

- 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

Who Should Attend?
The course is aimed at all individuals, but specifically those in management and leadership positions who have a responsibility regarding strategy development and implementation.

Duration:
- Face-to-Face: 2 days
- Online: 14 days

Accreditation:
This course is accredited with the UFS and is credit bearing towards the MDP (Management Development Programme).

All short courses can be customised and offered on an in-house basis.

NQF level: 5
Credits: 11

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Enterprise Risk Management

Objectives of the Course
Enterprise Risk Management aims to equip the participant with the necessary skills to be able to successfully manage strategic and operational risk in the organisation. This will be achieved by introducing a systematic approach to risk management that is backed up by practical guidelines and easy to use templates.

Learning Outcomes
By the end of the course, participants should be able to:

- Apply the concept of risk management in within the participant’s organisations through an understanding of the risks businesses are exposed to, how risk is triggered and the importance of managing these risks
- Assess risks encountered through the organisational value chain and identify the potential impact of direct and indirect risks (cascading risk)
- Identify risks and issues facing the organisation and compile an issue and risk log
- Calculate the expected monetary value of risks and assess the financial impact of identified risks
- Complete the risk / opportunity assessment model
- Develop issue resolution and risk mitigation strategies
- Monitor & control the implementation of mitigation and resolution strategies
- Develop a risk management plan for an organisation

Course Outline & Topics to be Covered

- 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

Who Should Attend?
This course is recommended for executives, managers, planners and analysts who would typically be part of the strategy development team and are seeking the best practice ideas for managing organisational risk.

Duration:
Face-to-Face: 1 day
Online: 14 days

Accreditation:
This course is accredited with the UFS and is credit bearing towards the MDP (Management Development Programme).
All short courses can be customised and offered on an in-house basis.
NQF level: 5
Credits: 2

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Objectives of the Course
The primary objective of this course is to learn how to analyse the marketing environment, to formulate marketing objectives and plans in order to sustain a competitive advantage in satisfying the targeted customers. Without any knowledge of what marketing management is, how important it is and how it must be applied in the business, it is unthinkable to assume that any business will be a success. Sound principles of marketing management are aimed at enabling the business to grow and survive.

Learning Outcomes
By the end of the course, participants should be able to:

- Have a proper understanding of the overall marketing management process and marketing environment
- Develop a market grid and positioning chart for a business
- Analyse the product and service portfolios of a business
- Have a proper understanding of the overall marketing plan
- Formulate a promotional mix
- Understand the workings and importance of Customer Relation Management (CRM) system
- Have a proper understanding of sales and sales management
- Develop an advertisement for a magazine
- Discuss the characteristics of a service and the extended marketing recipe for services

Course Outline & Topics to be Covered
- 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
Leadership Development

Objectives of the Course

Leadership Development aims to equip the participant to be able to function effectively as a leader within the workplace. The course focuses on the development of knowledge and skills regarding the context within which the leader needs to lead, the role and behaviour of an effective leader, personal development of the leader, as well as leading a team to high performance. This course also includes the management of diversity in the workplace by introducing a systems approach to the practical management of diversity at team and individual levels.

Learning Outcomes

By the end of the course, participants should be able to:

- Distinguish between the characteristics of the traditional and 21st century organisation and to analyse their organisation's context and characteristics accordingly
- Understand the role, behavioural practices and skills of a leader within the 21st century and analyse their own leadership strengths and weaknesses by means of follower feedback
- To develop and manage self-knowledge in the context of work
- Understand personality types and the advantages and disadvantages of these types as applied in the leadership sphere
- Understand a model of interpersonal communication, and apply interpersonal communication skills
- Understand the role and management of emotions and emotional intelligence in the work place and how these relate to effective leadership
- Manage conflict as a problem-solving approach effectively
- Apply specific techniques in accomplishing creative problem-solving
- Diagnose obstacles in team functioning and understand how to develop groups into high performing teams
- Explain and define diversity
- Explain the importance of the management of diversity in the 21st century
- Describe the principles underlying the management of diversity
- Distinguish between the management of diversity at strategic-, managerial systems and policies, and operational levels
- Manage diversity at the operational level through the understanding of the influence of dysfunctional thinking patterns and perceptions at the individual level
- To apply processes and skills to manage dysfunctional thinking patterns in individuals

Who Should Attend?

This course is recommended for individuals who are in management and leadership positions, or those striving to become managers/leaders within the workplace.

Face-to-Face: 4 days

Online: 28 days

Duration:

Accreditation:

This course is accredited with the UFS and is credit bearing towards the MDP (Management Development Programme).

All short courses can be customised and offered on an in-house basis.

NQF level: 5
Credits: 22

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Leadership Development (continued)

Course Outline & Topics to be Covered

- 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 with the context of a 21st century organisation

Who Should Attend?
This course is recommended for individuals who are in management and leadership positions, or those striving to become managers/leaders within the workplace.

Duration:
Face-to-Face: 4 days
Online: 28 days

Accreditation:
This course is accredited with the UFS and is credit bearing towards the MDP (Management Development Programme).
All short courses can be customised and offered on an in-house basis.

NQF level: 5
Credits: 22

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Objectives of the Course
The aim of Labour Relations is to equip participants to be able to understand Labour Relations, and be able to prepare for a disciplinary hearing.

Learning Outcomes
By the end of the course, participants should be able to:

- Understand and describe the concept of labour relations in writing by reflecting on its nature as of cardinal importance in modern industrialised society
- Understand and apply the theory of unfair dismissal and unfair practice in the organisation
- Understand and apply disciplinary and grievance procedures
- Differentiate between types of bargaining and distinguish the sub-processes of collective bargaining
- Reflect on the personality and skills dimension a negotiator should have

Course Outline & Topics to be Covered

- 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 practice

- 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

Who Should Attend?
The course is predominantly directed at managers and supervisors dealing with disciplinary hearings and procedures.

Duration:
Face-to-Face: 2 days
Online: 14 days

Accreditation:
This course is accredited with the UFS and is credit bearing towards the MDP (Management Development Programme).

All short courses can be customised and offered on an in-house basis.

NQF level: 5
Credits: 8

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Institutional Memory & Knowledge Management

Objectives of the Course
By the end of this course participants will be able to use the knowledge gained to:

- Be able to implement methods/techniques for the uncovering, preservation, retaining and sharing of knowledge in organisations
- Design a plan for the successful implementation of a community of practice in an organisation
- Successfully manage the loss of knowledge in an organisation undergoing radical change
- Write a plan for the successful implementation of Institutional Memory (tacit knowledge) management

Learning Outcomes
Regarding knowledge and knowledge management the participants will be able to understand and explain:

- The clear distinction between explicit knowledge and tacit knowledge
- The strategic importance of tacit knowledge for organisations and why knowledge management has become an intrinsic part of good corporate business strategy
- The importance of knowledge management for as well as reasons for success or failure

Regarding institutional memory the participants will be able to understand and explain:

- What institutional memory is
- The importance of institutional memory for organisations
- The causes of losing institutional memory
- What the loss of institutional memory means for the organisation
- Regarding the uncovering, preservation, retaining and sharing of knowledge the participants will be able to understand and explain:
  - Understand the difference between the uncovering of explicit knowledge and tacit knowledge
  - Implement specific methods/techniques to uncover, preserve, retain and share knowledge and institutional memory
  - How it is possible for organisations to successfully manage the loss of knowledge in an organisation undergoing radical change

Who Should Attend?
The course will be of direct benefit to all persons with a need to understand how they can use information and knowledge to their own benefit and that of their organisation, for example information managers, knowledge managers, information technologists, librarians, human resources managers and business analysts.

Duration:
- Face-to-Face: 1 day
- Online: 8 days

Accreditation:
This course is accredited with the UFS and is credit bearing towards the MDP (Management Development Programme). All short courses can be customised and offered on an in-house basis.

NQF level: 5
Credits: 1

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Institutional Memory & Knowledge Management (continued)

- Use the knowledge gained from the case studies of the Eureka project of Xerox and/or the CALL project of the US Army to write a blueprint for the reusing of knowledge in an organisation

Course Outline & Topics to be Covered
- 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

Who Should Attend?
The course will be of direct benefit to all persons with a need to understand how they can use information and knowledge to their own benefit and that of their organisation, for example information managers, knowledge managers, information technologists, librarians, human resources managers and business analysts.

Duration:
- Face-to-Face: 1 day
- Online: 8 days

Accreditation:
This course is accredited with the UFS and is credit bearing towards the MDP (Management Development Programme).

All short courses can be customised and offered on an in-house basis.

NQF level: 5
Credits: 1

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Objectives of the Course

In essence, at its core, business is about providing a superior product or service. The operations function of the organisation consists of all the activities that produce what the organisation produce. It is the function that creates the value that its customers seek. This course analyses the processes used to deliver products to the marketplace. Several “world class” firms have demonstrated that effective operational management can be a potent and competitive weapon. This course addresses the key operations and logistical issues in service and manufacturing operations, which have strategic as well as tactical implications. Both quantitative and qualitative techniques and principles, used by leading organisations, are examined.

Learning Outcomes

By the end of the course, participants should be able to:

- Explain the fundamentals of operation and logistics management
- Apply theoretical knowledge coupled with work experience to solve real life problems in various scenarios in class
- Evaluate the business environment and select the correct methods and techniques to achieve the optimum solution

Course Outline & Topics to be Covered

- 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

Who Should Attend?

All non-operational and logistical managers and junior to midlevel operations managers with a need to further their careers and has a desire to understand and improve their organisations operational and logistical dimensions to improve profitability and service levels.

Duration:

- Face-to-Face: 1 day
- Online: 7 days

Accreditation:

This course is accredited with the UFS and is credit bearing towards the MDP (Management Development Programme).

All short courses can be customised and offered on an in-house basis.

NQF level: 5
Credits: 2

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Ethics & Governance

Objectives of the Course
The aim of Ethics & Governance is to provide participants with an understanding of ethics and how it influences life choices.

Learning Outcomes
By the end of the course, participants should be able to:
- Understand governance is South Africa, specifically in relation to the legal framework
- Have a proper understanding of corporate ethics and learn how to avoid high risk areas

Course Outline & Topics to be Covered
- 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

Who Should Attend?
The course is aimed at all managers dealing with difficult choices on a daily basis.

Duration:
Face-to-Face: 1 day
Online: 7 days

Accreditation:
This course is accredited with the UFS and is credit bearing towards the MDP (Management Development Programme).
All short courses can be customised and offered on an in-house basis.
NQF level: 5
Credits: 1

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Objectives of the Course

Project & Programme Management aims to provide participants with a practical approach to the management of all types of business projects based on generally accepted best practices and international standards.

Learning Outcomes

By the end of the course, participants should be able to:

- Participate in the preparation of a project management framework
- Prepare a milestone plan for the implementation of a project
- Prepare a project scope statement and Work Breakdown Structure
- Prepare a project proposal based on conceptual cost and time estimates
- Participate in the assessment of the impact and likelihood of identified project risks
- Participate in project quality planning
- Participate in cost estimating and budgeting
- Participate in the preparation of a project schedule and cash flow forecast
- Prepare a project procurement plan
- Participate in the planning of human resource roles and responsibilities
- Participate in the preparation of a project communications plan
- Participate in the planning of a project monitoring and control plan
- Participate in the preparation of a Project Implementation Plan

Course Outline & Topics to be Covered

- 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

Objectives of the Course
The course aims to equip the participant to be able to successfully identify and assess his/her own opportunity and to write a business plan for the new opportunity.

Learning Outcomes
By the end of the course, participants should be able to:

- Identify and determine what entrepreneurs need to know about the critical driving forces in a new venture success
- Critically assess successful entrepreneurs and investors create, find and differentiate profitable and durable opportunities from just “another good idea”, and how opportunities evolve over time
- Estimate and determine the necessary financial and non-financial resources needed for new ventures, identify the criteria used to screen and evaluate proposals, the attractiveness and risk, and how to obtain start-up and early growth capital
- Determine the critical tasks to be accomplished, the hurdles to overcome during start-up and early growth, and what has to happen to succeed
- Apply the Venture Opportunity Screening Techniques to an actual start-up idea, and subsequently, be able to develop and prepare a business plan suitable for guiding start-up, attracting financing and realizing an eventual harvest
- Craft and prepare a personal entrepreneurial strategy to identify relevant issues, requirements and trade-offs

Course Outline & Topics to be Covered
- Importance and scope of entrepreneurship in South Africa
- 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

Who Should Attend?
This course is recommended for executives, managers, planners and analysts or any individual who wants to start his/her own business. The rapidly changing business environment demands that all businesses, big and small, new and old must develop an entrepreneurial culture to deal with the challenges of change.

Duration:

Face-to-Face: 2 days
Online: 14 days

Accreditation:
This course is accredited with the UFS and is credit bearing towards the MDP (Management Development Programme).

All short courses can be customised and offered on an in-house basis.

NQF level: 5
Credits: 20

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