

MANAGEMENT DEVELOPMENT PROGRAMME

2016



UNIVERSITY OF
KWAZULU-NATALTM
INYUVESI
YAKWAZULU-NATALI

**EXTENDED
LEARNING**

VISION

To be the leading provider of short courses and career development in Africa.

MISSION

UKZN Extended Learning is committed to enrichment through lifelong learning, by providing high quality credit and non-credit bearing short courses and academic programmes in collaboration with schools and colleges of the University of KwaZulu-Natal.





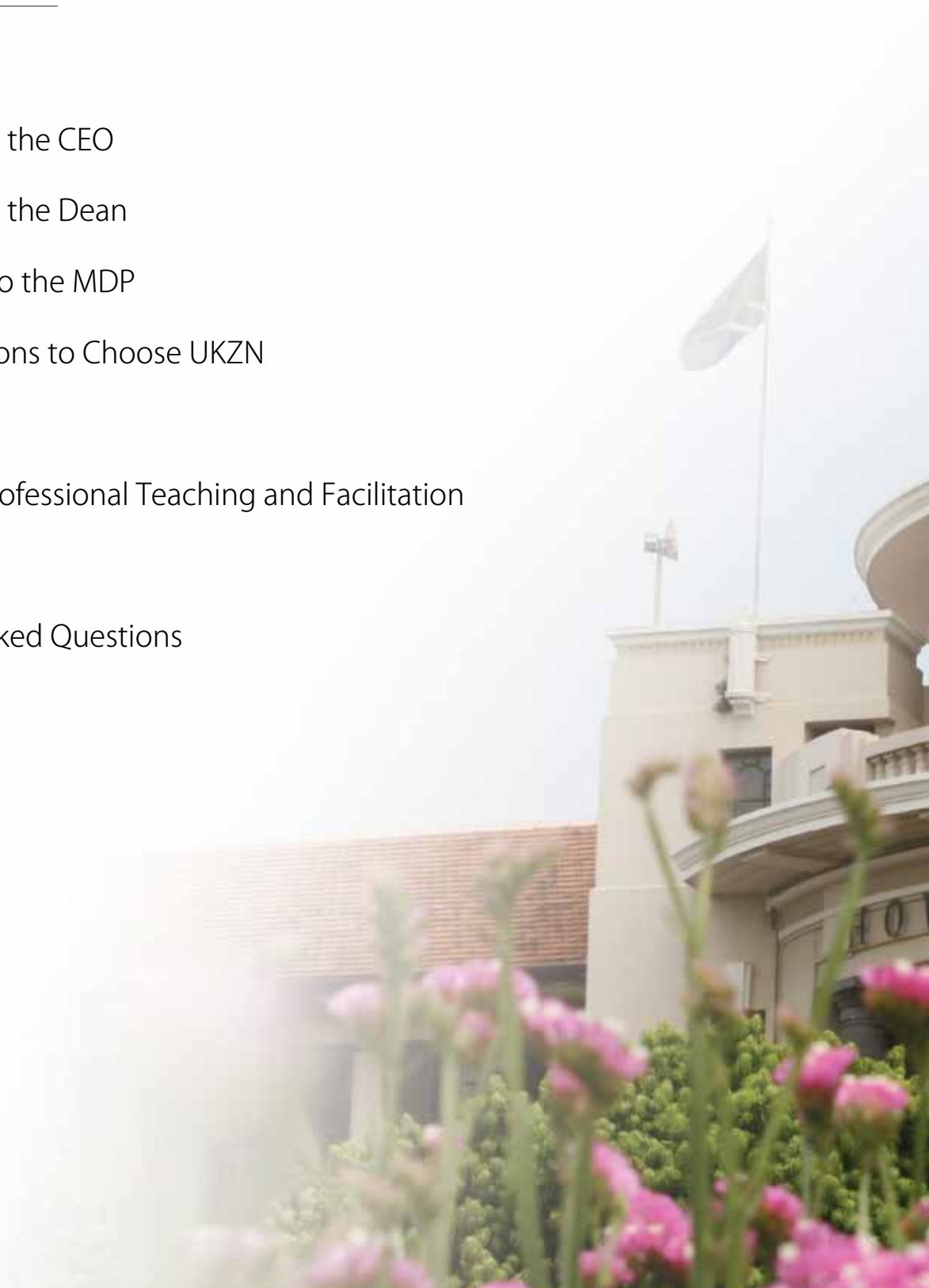
Education is for improving the
lives of others and for leaving
your community and the world
better than you found it.

—
Martin Wright Edelman



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WARD COLLEGE

MESSAGE FROM THE CEO:

UKZN Extended Learning (UEL)



Our intention through the Management Development Programme is for delegates to have a life changing experience.

By exposing you to local and international best practice, as well as practical and relevant content and methodologies, taught by leading academics from UKZN and professionals associated with our institution, you will have a unique opportunity to hone your talents, develop critical skills and acquire the knowledge required to make a real, measurable impact in your organisation.

The development of world- class managers is imperative for organisations to be successful. This takes place against a backdrop of local and global transformation and changing markets for goods and services, rapidly evolving new technologies and increasingly challenging competitive business environments. Managers are the future business leaders of South Africa, the region and the world. They require competencies and a depth of knowledge that cannot be achieved by repeating the practices and procedures at work alone. To compete successfully and to build sustainable businesses, managers need to be challenged and taken out of a comfort zone, but with the support needed to learn to become even more effective in their roles within the organisation.

We believe that the knowledge and skills you acquire on the MDP, will assist you to build your capacity to meet the increasingly competitive demands of business in the 21st Century. The MDP is designed to ensure that your learning dovetails with your work commitments, through modules which run on a monthly basis over a period of six months. Each module is led by a hand-picked academic faculty, and addresses key business disciplines with common themes which run across all aspects of the programme. One of these themes is the development of competencies, through a Personal Development Plan, supported by a team of coaches who meet with delegates one on one to support your career plans.

We look forward to welcoming you to the programme.

A stylized, handwritten signature in black ink, which appears to read 'Simon Tankard'. Below the signature is a long, horizontal, slightly curved line.

Simon Tankard
CEO: UKZN Extended Learning

MESSAGE FROM THE DEAN:

Graduate School of Business and Leadership



Globally and locally, we are witnessing a new emerging paradigm that requires a re-evaluation of leadership, management and business education, and the Management Development Programme (MDP) addresses these challenges by providing critical and deep experiential learning for managers, involving personal reflection and positive practical outcomes for those participants who engage in this programme.

We see the direct results of engagement with the MDP, being reflected to include increased ethical awareness within the context of connected systems; and professionalism of the highest calibre, reflected in the individual's continuous learning about improving character, skills, and decision-making, leading to personal mastery and the ability to work effectively in high impact teams.

We are proud of the fact that the Graduate School of Business and Leadership (GSB&L), belongs to one of the highest ranked Universities in Africa. The GSB&L is a member of the South African Business Schools Association (SABSA), and a founder member of the Association of BRICS Business Schools (ABBS).

In partnership with UKZN Extended Learning (UEL), we are contributing positively to changing the way we do things in our organisations, and are setting a potential trajectory for managers to derive immediate benefits from the programme for their work and personal lives. This will enable them to consider the possibility of returning to the GSB&L to pursue one of our many relevant tertiary education programmes in business, leadership and local economic development.

A stylized, handwritten signature in black ink, appearing to read 'T. Pelser', with a long horizontal line extending from the bottom left.

Professor Theuns Pelser
Dean and Head of School
Graduate School of Business and Leadership

INTRODUCTION TO THE MDP

The Management Development Programme (MDP) is uniquely designed to build your capacity to lead your organisation into the future. It will challenge your views about management, expand your horizons, and enhance your understanding of the relevance and role of managers in today's organisations. The MDP will provide you with the opportunity to refocus, to immerse yourself in the latest thinking about best practice in management, and provide you with personal and professional tools to strengthen your effectiveness as a manager and leader.

The programme provides a global context for enhancing awareness and organisation wide thinking, from the challenges of leading change and transformation, to

working more effectively in uncertain environments, and harnessing technology to ensure that systems and procedures are optimised.

A key feature of the programme is the Personal Development Plan (PDP) which each delegate undertakes, and which runs the length of the programme. The PDP is underpinned by a team of executive and management coaches, who work one on one with delegates to develop competencies that have been identified through 360 degree feedback from colleagues in their workplaces. This personal learning journey ensures that delegates have the opportunity to critically examine their personal leadership styles, supported by the creative development of a culture of performance and execution in the workplace.



Who should attend:

This programme is aimed at new or middle managers, who are currently managing others, have the potential to manage others, or who wish to grow and develop their management abilities.

Assessment:

The MDP is assessed through a practical project that builds on theory learned across multiple modules. The aim of the project is to find solutions to a current business challenge or to explore potential business opportunities within the work environment.

NQF Level:

The Management Development Programme is offered at an estimated NQF level 7 on the National Qualifications Framework (NQF).

UKZN Alumni:

Graduates of the MDP will be added to the database of Alumni of the University of KwaZulu-Natal. Alumni receive University newsletters as well as invitations to exclusive events, which is a wonderful networking opportunity.

Duration and Dates:

There are two intakes per year, one in February and one in July. Each consists of five 3-day block sessions at UKZN in Durban and/or Pietermaritzburg. Each block runs from Thursday through Saturday, to accommodate work constraints and requirements, and to minimise time away from work. A final day and graduation ceremony will take place on completion of the programme.

Please note that in addition to the management assignment, delegates are expected to participate in all of the block sessions in order to successfully complete the MDP.



10 GREAT REASONS TO CHOOSE UKZN

1

UKZN's School of Information Systems and Technology was the first university in South Africa to introduce **Podcasting as an educational tool**.

2

UKZN offers an exceptionally wide range of exciting and innovative courses that will broaden perspectives, foster a capacity for independent critical thinking, and provide intellectual tools to develop your mind, while **enhancing your career opportunities** in the local and global marketplace.

3

UKZN Extended Learning, the continuing education business of UKZN, is the **fastest growing provider of short courses** in KZN with more than 300 companies sending delegates on courses in 2014.

4

The following **high profile business executives** studied at UKZN: Sol Kerzner, the developer of Lost City and more; Stephen Saad, the CEO and founder of Aspen Pharmacare Holdings; Guy Brazier, the regional leader of Deloitte and Alan Olivier, the CEO of Grindrod Group.

5

UKZN has been home to many **successful sportsman and sportswomen** over the years: Tommy Bedford, a former Springbok Rugby player; Shaun Pollock and Jonty Rhodes, South African Cricketers. Spud author, John Van De Ruit, also graduated from UKZN.

10

The University of KwaZulu Natal has **five world class campus libraries** and a number of branch libraries. Together, the libraries contain more than 1.4 million volumes of journals, books, theses, reports and other print media. In addition there is an audiovisual collection and access to a growing number of electronic resources. UKZN has access to more than 23 000 electronic journals alone.

7

The Webometrics Rankings released on 2 August 2013, rated **UKZN as number one in Africa** for the impact of its web presence and relevance to society.

9

The Times Higher Education Ranking placed UKZN **"within the top 400 for the first time"** in 2013.

8

UKZN is ranked within the **top 2.4 - 3% of the World's Universities** by the Academic Ranking of World Universities, the QS World University Rankings, and The Times Higher Education Ranking.

6

UKZN is the **most productive** university in terms of research productivity. Nationally, UKZN produced a total of 1 627.21 publication units in 2014. UKZN has produced the highest publication units of the 24 publicly funded universities for the past two years.

For more information or continuing education: www.ukznextendedlearning.co.za



UKZNExtendedLearning



SUITE 3

UNIVERSITY OF KWAZULU-NATAL
INYUVESI YAKWAZULU-NATALI

EXTENDED LEARNING

10 GREAT REASONS TO CHOOSE UKZN

- 1 UKZN has several exclusive degrees on offer, all of which are accredited by the relevant regulatory bodies.
- 2 UKZN offers a range of learning and teaching methods, including face-to-face, online, and blended learning, to suit your needs and preferences.
- 3 UKZN extends its learning opportunities to include short courses, certificates, and diplomas, providing a flexible and accessible way to gain new skills and knowledge.

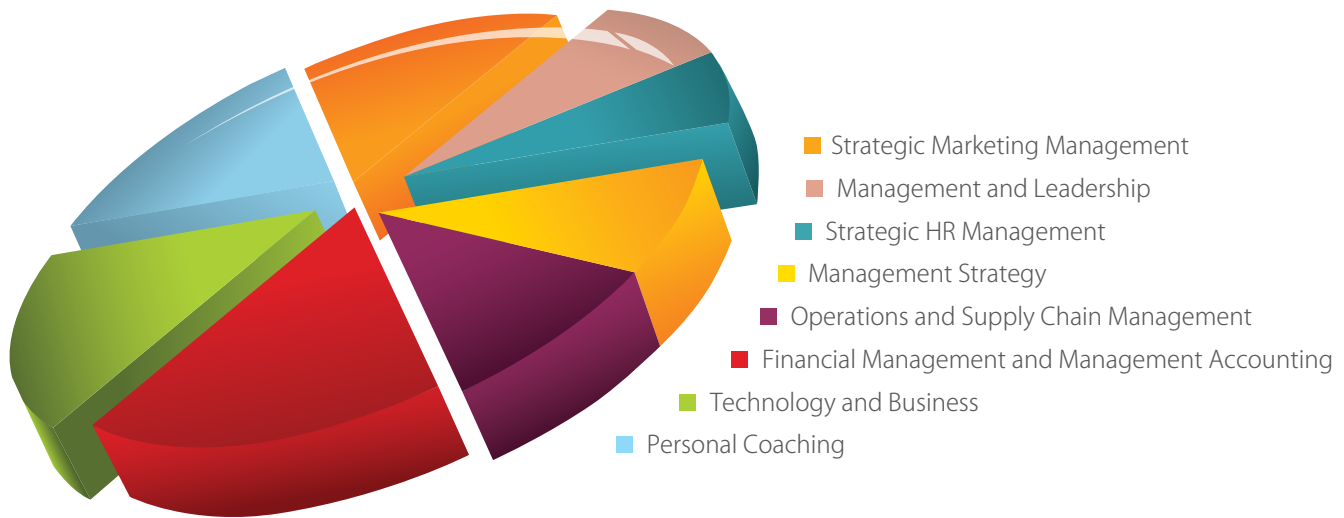
UNIVERSITY OF KWAZULU-NATAL
INYUVESI YAKWAZULU-NATALI

EXTENDED LEARNING

Our extended learning programs provide a flexible and accessible way to gain new skills and knowledge, and are designed to meet the needs of a wide range of learners.

MDP MODULES

Management Development Programme - MDP | Coverage / Schedule



1 Strategic Marketing Management

Understand the key drivers of customer value, including distribution channels, pricing, product and service offerings and consumer behavior. The module includes a real business simulation with a practical exposure to the complexity of starting and growing a business.

2 Management and Leadership

The global and local context of management and leadership is examined, with the emphasis on experiential learning, using real world case studies and examples of best practice. The complexity (challenges) of managing within and across business units are also examined in depth.

3 Strategic HR Management

The role of Human Resource Management in the organisation, and the importance of business partnering between HR and line management is examined, with a focus on the critical people processes involved in sourcing and recruiting talent, maintaining and encouraging engagement of employees in the business, and the learning and development pipeline for individuals within the organisation. The concept of employer brand value is also explored.

4 Management Strategy

Strategy and its formulation by the organisation need to be understood, in order to align the execution and operations of the business to achieving the vision, mission and goals of the organisation.

5 Operations and Supply Chain Management

The management of the supply and value chain of the organisation and all related operations is critically examined, with the customer at the centre of all strategy execution and decision making. Content includes: key performance related activities for a business, such as warehousing and distribution, procurement, logistics, and risk management.

6 Financial Management and Management Accounting

Effective and efficient finance and accounting systems and processes are critical foundations of any business, and impact the measurement and assessment of the performance and future sustainability of an organisation. Delegates learn key concepts and tools to enable them to make effective decisions based on factual information. The module includes: financial management, management and cost accounting, introduction to financial statements and ratio analysis, budgeting, legislation and corporate governance, the time value of money and Net Present Value (NPV).

7 Technology and Business

The exponential increase in technology development over the past two decades has seen a transformation in business systems, processes and practices. The impact and potential of technology for organisations is examined, with a focus on best practice across a number of sectors and leading companies. Commensurate business risk with using new technology is reviewed, as is the blending of information and communication technologies and their application across different markets, and the use of social media to engage with customers.

PERSONAL COACHING

Personal coaching sessions take place within every block session. Personal mastery is the prerequisite to effective management, and this is underpinned by the one on one coaching, 360 degree feedback (and a learning focus) on the development of key competencies for effectiveness as a manager.

ACADEMIC / PROFESSIONAL TEACHING AND FACILITATION

Full-time academic members of the University of KwaZulu-Natal (UKZN), one of the leading tertiary educational institutions in Africa, as well as leading professionals from a range of local and international organisations facilitate on the programme.

Key Faculty and Speakers



Professor Anesh Singh

Anesh is the Dean of the School of Accounting, Economics and Finance. He obtained BA, MBA and DBA degrees from the University of Durban-Westville. Anesh has served as an Executive Member of the IT Standards Generating Body of SA, National Vice President of Marketing of the Computer Society of South Africa, member of the E-Skills Reference Group and is currently a Vice-President of the Association of BRICS Business Schools.



Dr Cecile Gerwel Proches

Cecile is a lecturer in the Graduate School of Business and Leadership. She is involved in lecturing in the Postgraduate Diploma in Leadership and Management (PGDLM) and the Master of Commerce in Leadership Studies (MCLS). She has completed her PhD examining the use of systems methodologies to investigate social complexity in a sugar milling area. Her research and consulting interests include leadership, change management, and training and development.



Mr Steven Msomi

Steven has extensive experience in wealth management, equity and derivative dealing functions having worked for different stock broking, insurance and private banking corporations. He has worked at management levels in companies such as SAB Miller, BP Bernstein Stockbrokers, SA Stockbrokers, Sanlam, PSG Konsult and Rand Merchant Bank (under the banner of FNB Private Clients), and is a qualified equity dealer of the JSE Limited. Steven is a mentor for Shanduka Black Umbrellas. He also completed a Masters in Business Applied Finance at University of Southern Queensland, in Australia, and is currently pursuing his PhD (Finance) at Walden University in the US.



Dr Abdul Kader

Abdul is currently heading up Leadership and Development within Nedbank Integrated Channels KZN. His primary responsibility is to partner with business and ensure that staff are competent to perform at optimal levels. His corporate experience has exposed him to the complexity of managing the duality of revenue growth and cost efficiency, and ensuring that execution and measurements of success both to clients, staff, shareholders and the organisation are effective and measurable. Abdul is an adjunct lecturer at the Graduate School of Business and Leadership at UKZN where he lectures to MBA and M.Comm students in Advance Strategy, Managing Strategic Change and Research Methodology.



Dr Hans Salisbury

Hans teaches Operations Management, Supply Chain Management and Logistics Management to third year and postgraduate students on the Pietermaritzburg campus of the University of KwaZulu-Natal. For much of his career, he has worked as an agricultural consultant and project manager for a range of enterprises in Australia, Indonesia, Spain, Sudan and the USA. He brings a practical hands-on approach to the field of Supply Chain Management.



Mr Farai Kwenda

Farai is a lecturer and PhD candidate in the School Accounting, Economics and Finance with research interests in corporate finance and micro finance. He has extensive expertise in the areas of Corporate Finance and Financial Management, Capital Market Theory, Financial Risk Management, and International Business Finance. He also has interests in Financial Literacy, Investment and Entrepreneurship.



Mr Simon Tankard

Simon is the CEO of UKZN Extended Learning. He completed his studies in Industrial Psychology at UKZN, and holds BCom (Unisa) and MBA (Warwick) business qualifications. He is currently a PhD candidate at UKZN, researching the psychology of entrepreneurship. Simon worked for South African Breweries and the Anglovaal Group before focusing on executive education. He has travelled widely and has directed executive development programmes in Ethiopia, India, Singapore, Dubai and China. He currently chairs a technical task team of the Human Resource Development Council of South Africa.



Dr Mabutho Sibanda

Mabutho is a seasoned academic with six years investment banking and nine years lecturing experience. He holds an Advanced Diploma in Banking; Bachelor of Commerce (Finance) Honours; MSc in Finance and Investment from the National University of Science and Technology and received a PhD in Finance from UKZN. He recently also graduated with a Postgraduate Diploma in Higher Education from UKZN. Mabutho is a Member of the Investments Analysts Society South Africa and an Associate Member of the Institute of Risk Management South Africa. He is currently a lecturer of Finance and Academic Leader - Finance in the School of Accounting, Economics and Finance.



Professor Manoj Maharaj

Manoj is a Professor in the School of Information Systems & Technology at UKZN. He recently concentrated on his research in Information Systems, specialising in Information Security and other emerging information technologies, including web 2.0 and ICT for development (ICT4D). He has successfully supervised many postgraduate students in Information Systems and published extensively with his students. He is also a member of the following professional bodies: South African Mathematics Society, American Mathematical Society, South African Relativity Society, the South African Institute for Computer Scientists and Information Technologists (SAICSIT) and Association for Information Systems (AIS).



Ms Ann Turner

Ann is a qualified Industrial Psychologist & Work Performance Coach, and has experience in industry and consulting, having worked with organisations including SA Sugar Association, Illovo Sugar Ltd, Decorland, MassDiscounters, Nedbank and Telkom. She is a specialist coach, and is qualified to use a wide range of assessment tools in support of individual and organisational development.

TESTIMONIALS

“

Being part of the UKZN Extended Learning program was an amazing journey and experience for me and my team. Firstly, I enjoyed the engagement with your marketing team; the time you took to come out and visit my office; the presentation of the course; the level of preparedness and professionalism. Secondly, I appreciated the vast offering of the program, and the flexibility and ability to tailor the program down to the customer requirement without losing the depth or quality of the offering. Thirdly, the joined program attendance made up of students from various companies with different values and backgrounds, made for different thinking and robust discussions and fundamental learning. Last but not least; Hats off to the entire admin team and its executive; including the UKZN facility itself. There is something about being in an academic environment that just elevates the mood and desire for learning. It is just contagious and I would encourage more of this going forward. The icing on the cake was the graduation ceremony. The gala event and the list of speakers as well as the cuisine. Enough said. I would certainly recommend the MDP program to any emerging or well established institution that takes development of its Human capital seriously.

Maake Monare – Regional Manager: Customer Care Service Centre KZN, Multichoice

”

“

Just a small note to say ‘well done and thank you’ for everything. You have worked tirelessly on this project from beginning to end and your hard work showed itself in the excellent ceremony that we attended.

Sunitha Reddy – Skills Development Officer, Transnet Port Terminals

”

“

A huge thank you to both of you for all your efforts and planning to make the MDP course from start to Grad’s a SUCCESS. I remember the uncertainty and nervousness, I had within myself prior to the course, my adventure started on day one of the course and after last night’s Graduation, I realised that I came out of this course a better “ME”. Once again a huge thank you to yourselves and lecturers, for imparting your knowledge and allowing me the opportunity to grow.

Safiyah Moosa – Sales Administrator, Lopac Tissue

”



FREQUENTLY ASKED QUESTIONS

Q

What qualification will I gain on completion of the MDP?

A

Delegates will receive a certificate from the University of KwaZulu-Natal confirming their successful completion of the MDP, subject to achieving 50% or more for the prescribed assignment.

Q

What can I do with the certificate?

A

Many delegates who have completed the MDP are able to advance in their careers and gain new responsibilities. Those delegates who are already employed in these fields find that the programme enables them to reach higher levels within their organisations.

Q

When is the MDP offered?

A

The Management Development Programme is offered twice a year. The first intake is in February and the second intake is in July of each year.

Q

Does the MDP provide credits towards study or access to an MBA?

A

A four year degree or equivalent qualification is a national requirement for entry into MBA studies. The successful completion of the MDP will enhance the possible entry into an MBA programme.

Q

How will I be assessed?

A

The MDP is assessed through a practical project that builds on theory learned across multiple modules. The aim of the project is to find solutions to a current business challenge or to explore potential business opportunities within the work environment.

HOW TO APPLY

Applying for the programme

Please submit your application form either by email or by post to the programme manager, Shaughnessa Govender:

email: govendersh@ukzn.ac.za

Att: Shaughnessa Govender
University of KwaZulu-Natal
Howard College Campus
Innovation Centre, Room 212
Gate 9, Rick Turner Road, Durban, 4001

Online details are available via our website:

www.ukznextendedlearning.co.za

For any other queries please contact us on +27 31 260 1234

Entrance requirements

- Matric Exemption (or equivalent)
- Minimum of 3 years work experience

Fees

The fee of R39 790 (incl. VAT) covers the cost of all course materials, functions and excursions, meals and refreshments on the modules.

The fee does not include accommodation costs on the local module or travel to and from the venue.



CONTACT US

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Tel : +27 33 260 5712 / 6096

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University of KwaZulu-Natal
Clocktower Building, Gate M14
Pietermaritzburg Campus

www.ukznextendedlearning.co.za

FINANCE

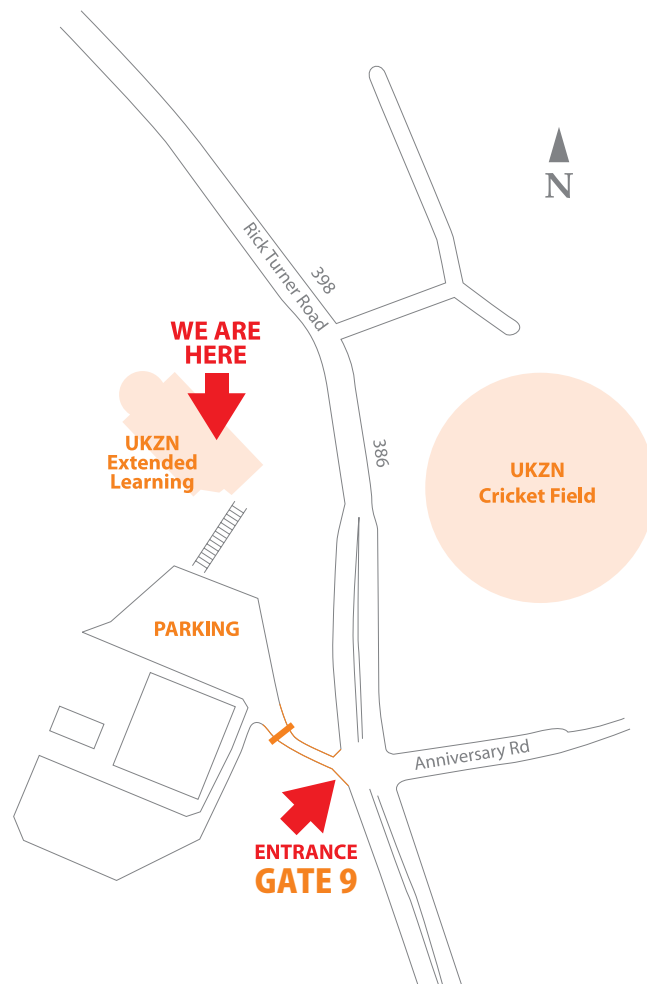
Study loan available from ABSA – you can cover all your study costs and even finance a laptop or Apple iPad.

Durban Office Tel: +27 31 277 3700

ACCOMMODATION

Out-of-town delegates are encouraged to stay at one of the following hotels:

Hotel	Address	Contact
Coastlands on the Ridge Hotel	315-319 Peter Mokaba Ridge	Tel: +27 31 271 8200
The Royal Hotel	267 Anton Lembede (Smith) Street	Tel: +27 31 333 6000 email: res1@theroyal.co.za
The Hilton	12-14 Walnut Road	Tel: +27 31 336 8100 email: Durban_Reservations@hilton.com
Southern Sun - Elangeni & Maharani	63 OR Tambo Parade	Tel: +27 31 362 1300 email: sselangenimaharani.reservations@tsogosun.com
Protea Hotel - Edward Durban	149 OR Tambo Parade	Tel: +27 31 337 3681



MDP



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