



# Management Development Programme 2 0 1 7



UNIVERSITY OF  
KWAZULU-NATAL  
INYUVESI  
YAKWAZULU-NATALI

**EXTENDED  
LEARNING**



# VISION

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





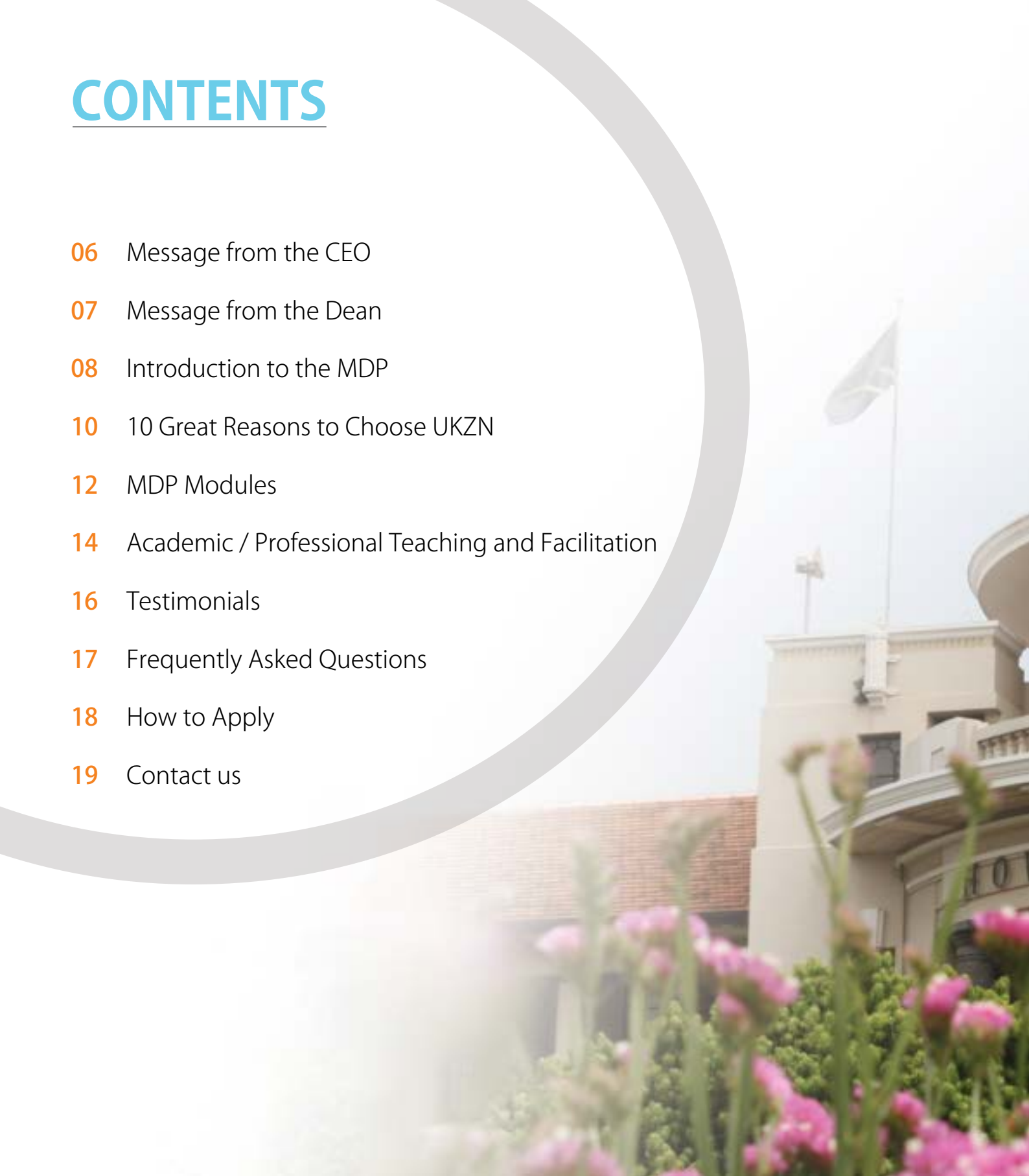
*An investment in knowledge  
pays the best interest.*  
-Benjamin Franklin





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WARD COLLEGE

# MESSAGE FROM THE CEO

## UKZN Extended Learning (UEL)

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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 within 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 hand-picked academic faculty, and addresses key business disciplines with underlying 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 engage with delegates one on one to support your career plans.

We look forward to welcoming you to the programme.

A handwritten signature in black ink, appearing to read 'Simon Tankard', with a horizontal line underneath.

Simon Tankard

CEO

UKZN Extended Learning

# MESSAGE FROM THE DEAN

## Graduate School of Business and Leadership

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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 handwritten signature in black ink, which appears to read 'Theuns Pelser'. The signature is fluid and cursive, with a horizontal line underneath.

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



# INTRODUCTION TO THE MDP

**T**he 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. 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 in the form of individual and group assignments for each of the modules throughout the programme. In addition to this, a final practical project that builds on theory learned across multiple modules within the programme will need to be submitted. The aim of this project is to find solutions to a current business challenge or to explore potential business opportunities within the work environment.

### 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 three intakes per year, one in February, one in July and one in October. 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 and module assignments, 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 Extended Learning**, the continuing education business of UKZN, is the **fastest growing provider of short courses** in KZN with more than 3000 delegates attending courses in 2016.

UKZN is **ranked 46th** from a total of 700 universities according to the **Times Higher Education's BRICS and emerging Economies 2016** university rankings.

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.

The **Centre for the AIDS Programme of Research in South Africa (CAPRISA)** based at UKZN is amongst the largest and most **successful research institutes** in Africa.

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.

Nationally, UKZN produced a total of 1,424.22 publications units, which was the **highest of the 23 publicly funded universities** for the **third consecutive year**.

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.

UKZN has been home to many **successful sportsmen 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.

International partnerships with institutions in 46 countries provide an opportunity for **direct interface and global academic exchange** that enhances scholarship and the student experience.

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.

For more information or continuing education: [www.ukznextendedlearning.com](http://www.ukznextendedlearning.com)



UKZNExtendedLearning





# MDP MODULES

## Management Development Programme -



### 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. The disruptive nature of technology and the increasing threats due to cybersecurity breaches will also be examined.

#### 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, on the development of key competencies for effectiveness as a manager.

# ACADEMIC / PROFESSIONAL TEACHING AND FACILITATION

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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 Executive Director of UKZN Foundation. He is the former Dean of the School of Accounting, Economics and Finance and has over 17 years' experience at UKZN. 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 JSE Limited. Steven is a mentor for Shanduka Black Umbrellas. He also completed a Masters in Business and Applied Finance at University of Southern Queensland, in Australia.



### Dr Abdul Kader

Abdul heads 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.



**Mr Mondli Mbambo**

Mondli is a passionate project management professional and practitioner. He holds a Masters Degree in Project Leadership and Management. He has worked with various consulting firms as their Project Management Specialist and has been facilitating Project Management lectures for the past 11 years. He sees lecturing as the strategic platform to share real life case studies on various projects that he has worked on. Mondli is a member of the Project Management Institute (PMI), Professional member for Project Management South Africa (PMSA) where he also serves as the President of KwaZulu-Natal region.



**Dr Mihalís Chasomeris**

Mihalís is a Senior Lecturer at the Graduate School of Business and Leadership. He received a PhD degree in economics from UKZN. Over the past 10 years he has lectured 'Economics for Management' to the Master of Business Administration students and supervised Masters and Doctoral research. His fields of academic research and experience in national and international consultancy include seaport governance and pricing, maritime transport economics and international trade. He has a sustained record of research in economics and has presented his research in South Africa, China, Taiwan, Chile, USA and several European countries.



**Mr Khondlo Mtshali**

Khondlo holds an MBA degree from the University of Natal and over his career has become a subject matter expert but has also developed into an expert facilitator. He is a well-researched and flexible facilitator and is well informed in SCM policies and legislative frameworks in particular across the South African public sector. His experience in facilitation lies in areas related to performance management systems, supply chain management, procurement, contract and the tendering processes. He has worked vastly with universities, government departments, municipalities and private sector. He is also a Professional Healthcare Practitioner (Pharmacist). Khondlo is a passionate researcher, coach, consultant and material developer.



**Professor Manoj Maharaj**

Manoj is a Professor in the School of Information Systems & Technology at UKZN. His research concentrates on Information Systems, specialising in Information Security and other emerging information technologies, including Web 2.0 and ICT for development (ICT4D). He has been employed at the University for the past 28 years, serving the University in various capacities, including Head of School (IS&T) and Executive Director (IS&T). He consults widely, nationally and internationally and serves on the Board of two State Owned Entities as Non-Executive Director.



**Professor Kriben Pillay**

Kriben is the former Dean of Teaching and Learning in the College of Law and Management Studies and an associate professor in the Graduate School of Business and Leadership, UKZN. His latest creative output is *Three Poisons – greed, ill will and delusion*, which features three stories published in the UK by Non-Duality Press. In 2014 Kriben co-edited the first volume of its kind, *Teaching and Learning in the College of Law and Management Studies: Shared Approaches, Lessons and Good Practices*. A second volume was published at the end of September 2016. He has also recently contributed a chapter on leadership in the 2016 book *Large Scale Systemic Change* published by Nova in New York. In 2008 Kriben was awarded the Distinguished Teacher's award.



**Dr Rejoice Ngcongco**

Rejoice is Associate senior trainer to Inspirational Developmental Group and senior coach and board member for Africa Board for Coaching, Consulting and Coaching Psychology (ABCCCP). She has worked as HR Manager at Allan Gray Orbis Foundation as well as Vice-Dean: Education: Durban-Umlazi Campus, University of Zululand. Her purpose is to enable individuals, teams or organisations to unlock their potential so they transform themselves and achieve desired positive results. Rejoice has coached managers and facilitated in diverse organisations such as Standard bank, Nelson Mandela Children Foundation, Hollard etc. Currently she is a director of Mindfield, a coaching and facilitation company.

# TESTIMONIALS

*"A huge thank you for all your efforts and planning to make the MDP course from start to Grad a SUCCESS."*



**Safiyah Moosa**  
Sales administrator  
Lopac Tissue

*"Being part of the UKZN Extended Learning program was an amazing journey and experience for me and my team."*



**Maake Monare**  
Regional Manager  
Multichoice

*"The MDP is an incredible journey that enhances your management capabilities in your organisation and in the business world."*



**Ashika Sewduth**  
Property Admin Supervisor  
Transnet Property

*"I can confidently say that the exposure that I have received from the brilliant course facilitators has helped me become a more well-rounded person operationally, financially and otherwise."*



**Nomsa Nkasa**  
Environmental Education Officer  
Umgeni Water

## Partner Organisations include:





# FREQUENTLY ASKED QUESTIONS

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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

There are three intakes per year, one in February, one in July and one in October.

Q

Can the MDP be customised for organisations?

A

UEL also provides customised in-house programmes for clients, uniquely designed to meet specific development needs across public and private sectors.

Q

How will I be assessed?

A

The MDP is assessed in the form of individual and group assignments for each of the modules throughout the programme. In addition to this, a final practical project that builds on theory learned across multiple modules within the programme will need to be submitted.

Q

Is the MDP an accredited Programme?

A

UKZN Extended Learning (UEL) is the continuing education business and a wholly owned subsidiary company of the University of KwaZulu-Natal (UKZN). All public higher education institutions are accredited by the Department of Higher Education and Training (DHET) as providers of Education programmes.

# HOW TO APPLY

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## Applying for the programme

Please submit your application form either by email or by post to the programme coordinator, Calvin van Doorn:

Email: [vandoorn@ukzn.ac.za](mailto:vandoorn@ukzn.ac.za)

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

You may also apply online via our website:

[www.ukznextendedlearning.com](http://www.ukznextendedlearning.com)

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 tuition, 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

## Durban Office

Tel: +27 31 260 1234

Fax: +27 31 260 1752

email: [enquiries.uel@ukzn.ac.za](mailto:enquiries.uel@ukzn.ac.za)

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

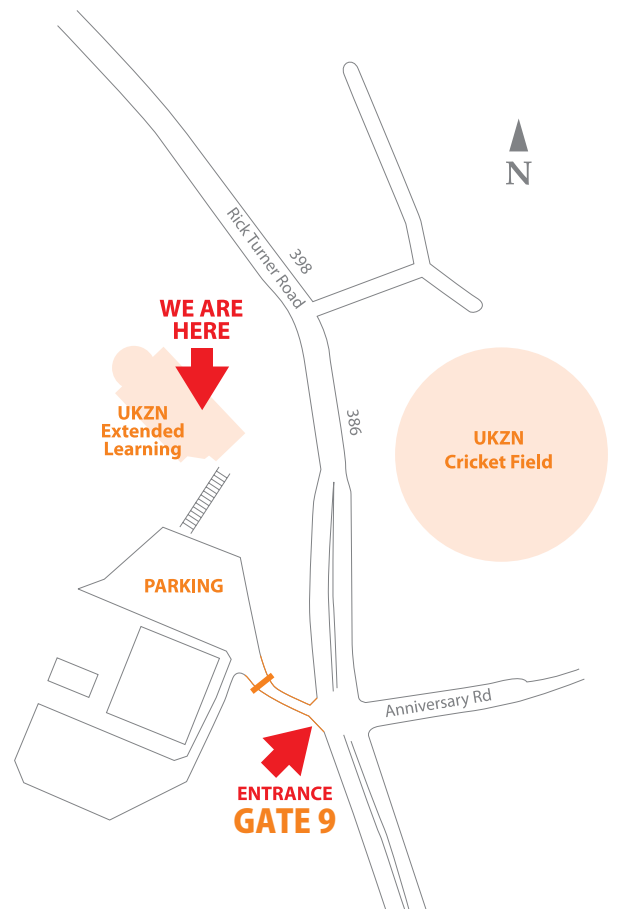
## Pietermaritzburg Office

Tel : +27 33 260 5712 / 6096

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University of KwaZulu-Natal  
Golf Road, Scottsville  
Pietermaritzburg Campus

[www.ukznextendedlearning.com](http://www.ukznextendedlearning.com)

Free Financial Literacy Training



## Other Courses in Management and Leadership

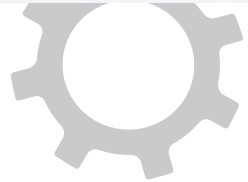
- ⚙ Board Leadership Programme
- ⚙ Executive Leadership Development Programme
- ⚙ Impactful Leadership for Women
- ⚙ Senior Leadership Development Programme
- ⚙ Emerging Managers Programme
- ⚙ Managing for Impact

For more information, or to register visit:

[ukznextendedlearning.com](http://ukznextendedlearning.com)







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