

# Gordon Institute of Business Science

University of Pretoria

## PROGRAMME FOR MANAGEMENT DEVELOPMENT 2017 COURSE DESCRIPTORS AND OUTCOMES

From the year 2014 onwards, the Programme for Management Development was accredited at an NQF Level 6 qualification (SAQA ID number and registered programme name: 67189, Middle Management Development Programme)

### **Purpose:**

The programme aims at enabling learners to integrate different management disciplines and to have a holistic view on competencies required of a middle manager. Successful learners will be able to demonstrate knowledge, skills and applied competence in the field of study that provides opportunities for continued personal growth through lifelong learning, gainful economic activity and rewarding contributions to society.

### **Entrance Requirements:**

A National Senior Certificate

Approximately 5 to 7 years work experience

Approximately 4 years management experience (unit, budget and objectives)

### **Exit Levels Outcomes:**

1. Execute strategic management principles;
2. Apply problem solving skills;
3. Explore advanced learning strategies;
4. Apply research skills;
5. Communicate effectively

### **Cross-Filed Outcomes:**

1. Explain inter-relatedness of management and business;
2. Effectively and responsibly manage resources and opportunities in the business field;
3. Practice acceptable social sensitivity and awareness in relationships with others;
4. Promote responsible citizenship;
5. Lead acceptable social, cultural and aesthetic sensitivity towards people; and
6. Analyse and apply basic principles relevant to :
  - Strategic Operationalization
  - The global economy of business
  - Effective leadership and management for results
  - Team effectiveness and mentoring and coaching
  - Financial Management
  - Customer Centricity and marketing management
  - Ethics, labour law and essential legislation for managers
  - Operations and supply chain management
  - Innovation, technology and knowledge management
  - Business planning and project management

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## Course Descriptors and outcomes:

### Orientation

Learners will be introduced to the world of GIBS and the dynamics of managing high performance teams (which is related back to working in syndicates). Although this is not a formal lecture session, it forms an integral part of the learning process. It will be compulsory to attend this two day session. Learners will also be guided on how to learn to optimise their examinations and leverage their networks they will develop during the course. Learners will need to conclude an assessment before attending this session.

### The Business Environment

This PMD course is designed to provide you with the knowledge and tools to better understand, and to begin to assess the South African and international economic environment and its impact on managerial decisions - particularly business strategy and performance. This includes an understanding of the microeconomic factors that influence the behaviour of individual product and factor markets, as well as the macroeconomic behaviour of whole economies.

After successfully completing this course you will be able to:

- Demonstrate a substantially improved understanding of the economic aspects of the business environment in South Africa and critically assess the likely impact of macroeconomic events – including global financial and other crises - on your business
- Understand the microeconomic behaviour of individual product and factor markets
- Identify opportunities and threats in the external environment, and strengths and weaknesses within your own operations, leading to improved decision-making capabilities

### Managing the Art of Innovation

In a globalised world, characterised by constant change, gaining and more importantly, maintaining a competitive advantage is the only route to market growth and long-term organisational sustainability. Learners will be able to effect positive change in their organisation by fostering and nurturing creative ideas, and translating conceptual ideas into value-adding innovations for the business.

After successfully completing this course you will be able to:

- Enable you to introduce innovation into the workplace in order to achieve defined business goals and targeted outcomes that will contribute to the overall effectiveness and success of the organisation
- Have an understanding of the structured, sequential process that allows for the maximisation of investment in a controlled and measurable manner
- Engage more actively with customers through innovation processes

### Operational Effectiveness

The goal of the module is to equip learners with the tools to query, and begin to improve, the value-delivery systems currently in place in their organisations. Learners completing this module, should have a clear understanding of what key processes can support a given value-proposition; and how the configuration of these processes align to the overall strategy in their organisation.

After successfully completing this course you will be able to:

- Use operational tools to query, and begin to improve, the value-delivery systems currently in place in their organisations
- Have a clear understanding of what key process can support a given value-proposition
- How the configuration of these processes can align with the overall strategy in your organisations

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## Effective Execution

Effective Execution is the discipline and process of managing the end-to-end activities within a project life-cycle from the planning, monitoring and control of all aspects of the project to budgeting, resource management and the motivation of all those involved; to achieve the project objectives on time and to the specified cost, quality and performance, in line with the strategic intent of the organisation.

After successfully completing this course you will be able to:

- Have an understanding of the essential techniques and skills that managers and project resources of today require to initiate, manage, monitor and drive delivery through the life cycle of a project. Particular emphasis is placed on the project artefacts, key principles and processes that drive successful project implementation
- Understand the importance of delivery as this is not only measured by the fact that it was brought into existence (delivered on time, on budget and within scope), but the manner in which it was executed and whether it was in line with the original expectations.

## Business Finance for Managers

The objective of this course is to equip learners with theoretical and practical knowledge of the major aspects of financial management. There will be an emphasis on models for improving decision making in a competitive environment.

After successfully completing this course you will be able to:

- Converse more easily with the finance people at work
- Understand the linkages between the balance sheet, income statement and the cash flow statement
- Plan more effectively to take the financial impact of your decisions into consideration
- Identify what causes and drives costs
- Gain insight into working capital management
- Apply key ratios and performance measures
- Understand growth, cash-flow and profitability considerations
- Implement the concept of contribution and marginal costing
- Calculate discounted cash-flow and capital costs
- Comprehend the principles of valuation and value creation from an economic perspective

## People and Performance Management

Participants will be provided with insights into the new world of work which are affecting companies, jobs, careers, and relationships. They will have the opportunity to examine the implications for their organisations and for themselves. There will be an emphasis on practical techniques for improving performance and motivation in their work environments.

After successfully completing this course you will be able to:

- Gain an understanding of their personal strengths and weaknesses
- Have an understanding of the context of their work and the challenges and opportunities facing them in their careers
- Gain practical skills of leadership and motivation
- Develop a personal leadership plan

## Marketing for Managers

The Marketing module will give you a deeper understanding of the role of marketing in creating, delivering and communicating the value provided by an organisation to its chosen customers. The aim of the module is to expose you to the latest thinking and practice within the core of the marketing discipline, in order to develop your managerial capacity to actively participate in marketing your organisation, effectively engage with marketing professionals and suppliers, and responsibly support your marketing colleagues.

After successfully completing this course you will be able to:

- Discuss the role and scope of marketing
- Understand the marketing environment
- Segment the market and identify target customers

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- Develop the brand and positioning strategy
- Determine the customer value proposition and how it will be communicated and delivered
- Develop a marketing plan

## Strategy

Strategy is the one aspect of business that is easy to do but very difficult to do well. This module will give students an insight into the comprehensive process of strategic management, from its design stage all the way through to its implementation and evaluation stages. The course also focus on what a good decision is, not just from a strategic standpoint, but from an ethical view too. It will also cover key related topics such as corporate social responsibility and stakeholder management.

After successfully completing this course you will be able to:

- Have an understanding of the basic concepts and principles associated with business strategy and ethics, and will then learn how to evaluate the business environment from their company's perspective and appreciate how the company can best operate in its circumstances, given its capabilities, values and possibilities
- Use models designed to achieve the above analysis and evaluation
- Articulate an appropriate strategy and understand the need for its effective communication as a part of its implementation and execution
- Develop an appreciation for the strategic need for ethical awareness and stakeholder management
- Gain an understanding of the challenges associated with the effective implementation of the crafted strategy

## Essential Communication Tools

Learners will learn the importance of clear and direct communication with colleagues and managers in order to obtain the desired results. As part of this subject, learners will be guided on how to prepare and deliver effective presentations. The subject will take place over two days. The last day will run at the end of the course where delegates will be required to present their ALP projects.

## An Action Learning Project (ALP)

During the course of the PMD programme, you will be required to complete an Action Learning Project in your syndicate. Each member will put forward an opportunity or problem existing in their organisations that they would like to tackle. As a syndicate, you elect one of these and together with the assistance of a mentor you will begin the process of applying what you are learning in theory into a practical and real situation.