

UFS Business School

Management Development Programmes for Business Technologists



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BUSINESS SCHOOL
SAKESKOOL
BE WORTH MORE
WEES MEER WERD



UFS SAKESKOOOL
BUSINESS SCHOOL

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Management Development for Business Technologists

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RATIONALE (CONTEXT)

The economic challenges and responsibilities faced within South Africa requires a look at management development within the context of unique and often fluctuating circumstances.

This gives enterprises and IT the opportunity to reposition themselves and exploit the tough corrective measures taken.

There have been two major changes in the project environment in recent years which have motivated significant changes in the IT leader's leadership style namely the introduction of project teams working within an agile organisation, and a general increase in the work force's level of education and ability. Another factor motivating a change in leadership style is the ability of the workforce who is better educated, more experienced, more competent and more articulate. This greater competency has led to greater expectations and demands to have a greater say in their working environment, and are prepared to question their leader's instructions.

The Internet of Things (IOT), Artificial Intelligence (AI), Machine Learning (ML), Automation, Cloud Services and the general focus on Digital Transformation have changed the way we do business and deliver technology.

MISSION

The programme is comprehensive and based on the research and publications of the latest technology and business trends and outlines the essential leadership skills to manage the human side of managing.

We believe that one should firstly be able to manage oneself before one can manage others, so for this reason self-development is a very important part of the programme. Leadership is something that can be acquired by everyone, and the objective of this programme is to help develop these properties in each student.

The purpose of the programme is to assist employees in making a successful crossover from their current work levels to that of management. This can be achieved by explaining and practicing the principles of management in order to help the participant develop into a self-reliant and creative manager.

WHO SHOULD ATTEND?

This programme is designed for current and upcoming IT Supervisors and Managers. It will leave successful participants with the ability to add greater value to

their working environments as they join forces through challenging times.

ENTRANCE REQUIREMENTS

- At least 22 years of age
- National Senior Certificate or National Certificate Vocational (Level 4)
- A minimum of two years work experience and/or manager's recommendation

REGULATIONS

The general rules of the university will apply at all times. Programme specific rules and regulations are available on request.

PROGRAMME STRUCTURE

DURATION

The duration of the programme is approximately six (6) months and the lectures are presented over 15 lecture days. Lecturing times are from 08:15 to 16:30.

LANGUAGE MEDIUM

Discussions and assignments will be conducted and written in English.

ASSESSMENT

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

PROGRAMME REGISTRATION AND FEE

The programme fee is available on request and includes all study material. Note that the programme can be customised and offered on an in-house basis for companies across South Africa.

CONTENT

Share your challenges, elevate your thinking—and return to your enterprise with a renewed perspective and a tailored action plan for success.

What you will gain by attending:

- Leading People

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

“There may be born leaders, but there surely are too few to depend on them. Leadership must be learned and can be learned.”

– Peter Drucker

The content above is covered in nine academic modules and two support modules relating to assignments and final presentation.

LEARNING OUTCOMES

- Determine personal leadership goals supported by practical action plans
- Function effectively as a leader within the work place and leading a team to high performance
- Lead change related initiatives on team level by employing change management and employee engagement best practice
- Select and apply project management and project planning techniques
- Demonstrate knowledge and basic management skills by applying the general functions of a manager
- Perform basic operations and logistics management planning
- Apply basic financial management principles to perform cost analyses and develop a budget
- Draw upon the basic principles of marketing to develop and communicate an elementary marketing strategy
- Interpret basic Labour Law and understand the application thereof

ACKNOWLEDGMENT AND ACCREDITATION

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

CREDITS

The Business Technology Leadership Programme consists of 65 credits and is on an NQF level 5.

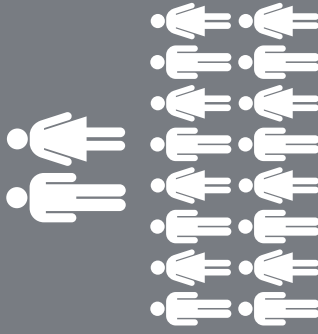
BUSINESS TECHNOLOGY LEADERSHIP PROGRAMME (BTL)

BLOCK 1

Day 1, 2 & 3



LEADING
PEOPLE



BLOCK 2

Day 4, 5, 6 & 7



LEADING
CHANGE

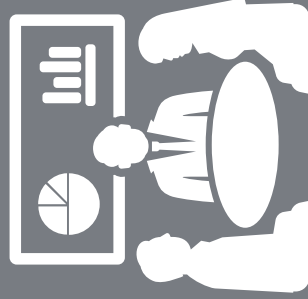


BLOCK 3

Day 8, 9, 10 & 11



LEADING
OPERATIONS

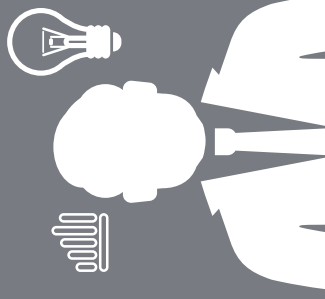


BLOCK 4

Day 12 & 13



MARKET
INSIGHTS



Day 14



LABOUR
RELATIONS



Day 15



FINAL
ASSESSMENT
PREPARATION



BLOCK 1



Day	Theme	Module	Unit	Topics	Assignment type
LAUNCH			Programme Overview	• Orientation • POE management • Assignment coaching • Presentation skills	INDIVIDUAL
DAY 1 & 2	LEADING PEOPLE	Leadership foundations	Understand myself	• Personality analysis • Identity and performance at work	
			Understand others	• Emotional intelligence: recognise own and other emotions • Diversity circle	
			Applied goal setting	• Career and personal goal setting • Organisational goal link to personal goals • Time management	
			Communicating as a leader	• Interpersonal communication • Barriers in communication • Team communication • Strategies for communication	
DAY 3		Practical leadership	Leadership styles	• Analysis of first line management enviroment • Link between job profile/tasks and strategic content • Leadership style analysis	
			Leadership action	• Leadership action analysis • Performance management linked to leadership action	
Assignment					



Day	Theme	Module	Unit	Topics	Assignment type
DAY 4	LEADING CHANGE	The World of Business	The impact of change in the business environment	- The functioning of an economic system - Demand & supply - The role of authority in an economic system	INDIVIDUAL
			Translation of business environment change into organisational strategy	- Vision, mission & values - Strategic choices / priorities - Strategic objectives, measures and targets - Strategic initiatives	
		Executing Strategy	An eight step process for managing change	- Create a sense of urgency - Pull together the guiding team - Develop the change vision and strategy - Communicate for understanding and buy in - Empower others to act - Produce short-term wins - Don't let up - Create a new culture	
DAY 5			Employee engagement best practice	- The business case for engagement - The look of engagement - The feel of engagement - So what about satisfaction? - The engagement culture - Actual changes that build and maintain engagement - Leadership behaviour and engagement - Resistance to change and engagement - How should engagement initiatives be communicated?	
				- Understanding the importance of projects in executing organisational strategy - Project concepts - Initiating the project - Project planning - Project execution - Monitoring & control - Closing the project	
DAY 6 & 7			Project management in rolling out strategy		

Assignment



Day	Theme	Module	Unit	Topics	Assignment Type
DAY 8 & 9	LEADING OPERATIONS	Operations & Logistics Management	The fundamentals of operations and logistics	- Defining operations - Defining operation management - Roles of the operational manager - The transformation process - Operations strategy - Different types of operations – operation characteristics	INDIVIDUAL
			Application of operations and logistics theory	- Internal customers and internal suppliers relationship - Performance objectives - Performance objectives and the internal supplier / customer - Product design / service design - Capacity - Buffering operations - The supply network perspective - Inventory - Enterprise resource management (ERP) - Just-in-time (JIT) - Quality and total quality management (TQM)	
Costing Accounting		Basic accounting and the concept of cost	- Reasons why management needs financial information - Cost classification		
		Break-even calculation	- The relationship between various types of cost, volume of sales and profit - Break-even analysis - The practical use of the break-even concept		
		Budgeting	- What is a budget? - The importance of a budget for management - Managing a budget (planning, control and coordination) - The budgeting process		
		Assignment			

BLOCK 4



Day	Theme	Module	Unit	Topics	Assignment type
DAY 12	MARKET INSIGHTS	Marketing	Basic concepts of marketing	• The critical role of marketing in organisations and in society • The basics concepts of marketing • The marketing management process • The marketing recipe • Marketing strategy	GROUP
DAY 13		Information Technology and Marketing Communication	The role of information technology in your personal and business marketing environment	• Information technology • Marketing communication	
DAY 14	LABOUR RELATIONS	Labour Relations	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	• 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	
Assignment					
DAY 15	ASSESSMENT PREPARATION	Final Assessment		• The nature of the final assessment will determine the support/coaching provided	

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Advanced Management Development for Business Technologists

RATIONALE (CONTEXT)

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This gives enterprises and IT the opportunity to reposition themselves and exploit the tough corrective measures taken.

There have been two major changes in the project environment in recent years which have motivated significant changes in the IT leader's leadership style namely the introduction of project teams working within an agile organisation, and a general increase in the work force's level of education and ability. Another factor motivating a change in leadership style is the ability of the workforce who is better educated, more experienced, more competent and more articulate. This greater competency has led to greater expectations and demands to have a greater say in their working environment, and are prepared to question their leader's instructions.

The Internet of Things (IOT), Artificial Intelligence (AI), Machine Learning (ML), Automation, Cloud Services and the general focus on Digital Transformation have changed the way we do business and deliver technology.

MISSION

The programme is specially designed for the middle layer of management and leadership in technology. This layer is crucial for the delivery of business value as it is the tactical layer that is responsible for the translation and transition of business requirements between the operational and strategic layers in the organisation.

Functional management requires that leaders learn to manage areas outside their individual expertise for the first time. This means becoming more strategic in decision making and blending their own functional strategy with the organisation's overall business strategy. The translation of strategic themes to operational transformation happens here.

The purpose of the programme is to create strong leadership where the tactical translation happens in organisations. This is often where the strategic view gets translated into operational goals which in turn creates the desired strategic value.

WHO SHOULD ATTEND?

This programme is designed for IT and business technology leaders who are interested in improving business success through effective leadership, dealing with issues related to organisational transformation, motivation and performance enhancement, strategy and stakeholder management in volatile times. The focus on leadership as a process adds value to the programme for future executives and senior management.

ENTRANCE REQUIREMENTS

- At least 25 years of age
- National Senior Certificate or National Certificate Vocational (Level 4)
- A minimum of two years experience as supervisor or first level manager and/or manager's recommendation

REGULATIONS

The general rules of the university will apply at all times. Programme specific rules and regulations are available on request.

PROGRAMME STRUCTURE

DURATION

The duration of the programme is approximately eight (8) months and the lectures are presented over 15 lecture days. Lecturing times are from 08:15 to 16:30.

LANGUAGE MEDIUM

Discussions and assignments will be conducted and written in English.

ASSESSMENT

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

PROGRAMME REGISTRATION AND FEE

The programme fee is available on request and includes all study material. Note that the programme can be customised and offered on an in-house basis for companies across South Africa.

CONTENT

- Business Communication
- Leadership: Knowing yourself
- Leadership: Influencing my team
- Strategy & Change
- Financial Management
- Operations & Logistics
- Project Management
- Digital Transformation

LEARNING OUTCOMES

- Develop foundational knowledge and competencies as it relates to reading, writing and presenting
- Develop an appreciation for the digital age, integrate a digital way of thinking across all programme content to appreciate the related management implications
- Appreciate how change in the external environment influence the strategic choices organisations has to make and the translation to the operational level to ensure that it happens
- Perform organisational and environmental analyses and subsequently define, design, implement and evaluate organisational strategy
- Apply the four functions of management for strategy execution and manage change through effective business communication
- Develop the fundamental knowledge and competencies to interpret financial information, recognize risk and return in capital budgeting, interpret capital structuring decisions and assess the costs and benefits of business decisions
- Understand the role of project management in achieving the organisational strategy and to successfully plan and execute high-quality (time, cost and scope) strategic projects
- Solve key operations and logistical issues in IT operations by applying basic models

ACKNOWLEDGMENT AND ACCREDITATION

After the successful completion of the programme, the student will receive a certificate (NQF level 6) issued and endorsed by the UFS. Recognition through RPL is available. This programme forms part of a learning path offered to UFS. Business School students and allows students, without a degree, to participate in management studies and eventually earn a management degree.

CREDITS

The Advanced Management Development for Business Technologists consists of 76 credits and is on an NQF level 6.

ADVANCED MANAGEMENT DEVELOPMENT FOR BUSINESS TECHNOLOGISTS

► Business Communication

► Leadership: Knowing yourself

► Leadership: Influencing my team

► Strategy & Change

► Financial Management

► Operations & Logistics

► Project Management

► Digital Transformation

► Business Communication

- Proficient and professional communication
 - How to read to facilitate retention of information
 - Referencing styles and punctuation
 - Business writing
 - Compiling and delivering compelling presentations

► Leadership: Knowing yourself

- What has my brain got to do with it?
 - Critical thinking
 - Cognitive flexibility
 - Systems thinking
 - Complex problem solving
- The complexity of making decisions
 - Perception
 - Decision making
 - Judgement
 - Creative process
 - Creativity in the workplace
 - Emotional intelligence
 - Work-life integration



► Leadership: Influencing my team

- Who I am, determines how my team will function
 - Team roles
 - Team work
 - Functioning effectively in a team
- Let's talk
 - Communication
 - Personal conflict
 - Group conflict
 - Negotiation
 - Internal politics



► Strategy & Change

- Economics: exploration of the external environment
- Analysis of the internal environment
- Strategy formulation
- General management principles for strategy execution
- Managing change



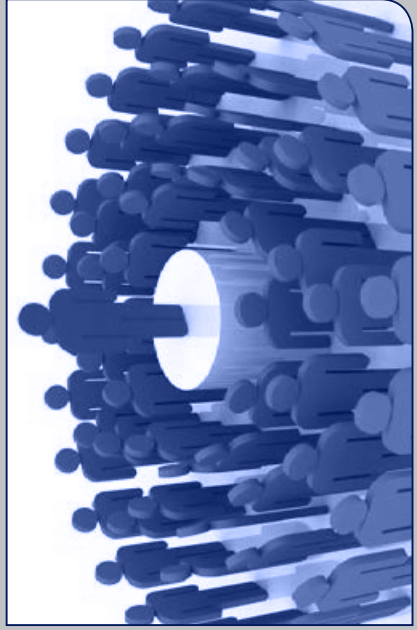
► Financial Management

- 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 Net Present Value (NPV)
- The management of growth
- Performance appraisal using EVA



► Operations & Logistics

- Principles of operations and logistics
- Operations Strategy
- Different Types of Operations – Operation Characteristics
- Internal Customers and Internal Suppliers relationship
- Performance Objectives
- Customer Product Design / Service Design Capacity
- 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



► Project Management

- Modern project management
- Roles and responsibilities
- Project Lifecycle
 - Concept
 - Definition
 - Execution
 - Close-out
- Scheduling
- Resourcing
- Procurement
- Cost estimation, development of the budget and cash flow
- Leadership: Be an effective project manager
- Progress, performance measurement and evaluation



► Digital Transformation

- Digital Marketing
- Digital Innovation
- Digital Transformation



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