

GROWTH



## GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP



UNIVERSITY OF  
KWAZULU-NATAL™

INYUVESI  
YAKWAZULU-NATALI

Graduate School of Business and Leadership

INSPIRING GREATNESS



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# GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

## Our Vision

To be a prominent Graduate School of Business and Leadership education in Africa.

## Our Mission

To educate managers and leaders to create value for society. We are a School that is academically excellent, innovative in research and critically engaged with society and its institutions.

## Our Core Values

- Respect
- Excellence
- Accountability
- Collegiality
- Honesty

## Our Goals

- To pursue excellence in teaching and learning.
- To engage in socially relevant and innovative research.
- To nurture regional, national and international partnerships and collaborations.
- To make GSB&L a School of choice for students.
- To engage in responsible community programmes.

## Accreditation and Memberships

- In keeping with most other accredited business schools in South Africa, the GSB&L is a Full Member of the Association of African Business Schools ([www.aabschools.com](http://www.aabschools.com)) and a Member of the South African Business Schools Association ([www.sabsa.co.za](http://www.sabsa.co.za)).
- Our MBA Programme is internationally recognised and accredited by the Council on Higher Education of South Africa.



# MESSAGE FROM THE DEAN AND HEAD OF SCHOOL

Welcome to the University of KwaZulu-Natal (UKZN) Graduate School of Business & Leadership (GSB&L), where we educate and develop future business leaders. Our vision is to be a prominent Graduate School of Business and Leadership education in Africa. To this end, we are partners with organisations for lifelong business and executive education.



Our academics are chosen from the best available and have diverse backgrounds. Similarly, our students represent more than five countries and have different academic backgrounds and work experience.

All of our Masters and Executive Education Programmes offer a world of opportunities. They provide our students the competence to compete both at home and abroad. Our students are educated to understand and manage global diversity, business challenges and opportunities. There is therefore no better place to prepare for these than in our part-time and block release MBA and Masters in Leadership degrees.

Our motto is to educate managers and business leaders to make a difference in the world through our educational programmes, ideas produced and disseminated by our academic experts, and through our industry partners.

The School is a member of the South African Business Schools Association (SABSA), and is an accredited member of the African Association of Business Schools. It is among the top 1 000 best business schools in the world, having achieved three Palmes in the Eduniversal International rankings of business schools.

At the GSB&L we create a learning environment that empowers and nurtures our graduates to address business challenges and opportunities. We achieve this through individual and group (team) work, real business case studies, professional seminars, roleplays, public lectures, breakfast talks by business practitioners, thought leader seminars, and by debate on current business issues.

I invite you to join our Business School for value creation through an interesting and exciting learning experience.

**Professor Theuns Pelser**



# FACILITIES

## Auditorium

The Auditorium seats a maximum of 350 persons and is suitable for a wide range of functions and special events.

## Computer Laboratory

The GSB&L has a dedicated IT lab that is used for teaching and individual work. Students are able to login to the University local area network from their laptops and have access to a personalised email facility. The Open Learning System (OLS) allows students to access study guides, additional reading and to enter online discussions, at their leisure, from anywhere in the world. Wireless Internet is available in most parts of the School building.

## Lecture Theatres

There are two cinema lecture theatres, each seating approximately 100 people. The lecture theatres are served by a wireless network, allowing students to connect to educational websites during lectures.

## Resource Centre

The GSB&L Resource Centre has a wealth of information. All major electronic databases and search engines can be accessed through the centre's computers and leading journals are available. The GSB&L Resource Centre is an integral component of the University's overall library system, and its tranquil environment is perfect for study and reading.

## Study & Discussion Rooms

Group work is an important component of our postgraduate programmes. Several office-sized rooms are available for breakaways, discussions and personal study.





# MASTER OF BUSINESS ADMINISTRATION

## DOCTORAL STUDIES (DBA OR PHD)

The choice of a Doctoral Degree programme should be based on an individual's research interests and the approach one wishes to apply to that research. The Graduate School of Business and Leadership offers the Doctorate in Business Administration (DBA) or Doctor of Philosophy (PhD). These programmes combine academic rigour and managerial relevance.

They provide candidates with the flexibility to apply a broad range of research methods to their chosen managerial discipline. It is an intensive programme that is individual in nature and demands a great deal of time, initiative and discipline from every candidate. The purpose of the doctoral education offered by the School is to produce scholars who will lead in their fields of research and make an active intellectual contribution to the complex organisational, financial and technological issues of an increasingly challenging business world.

### Duration

A student registered for a doctoral degree at the School shall be so registered for a minimum of four semesters for full-time study, or eight semesters for part-time study, before the degree may be conferred.

### Entrance Requirements

- A recognised Masters degree.
- A candidate must be committed to rigorous research in an applied context and high-intensity learning that stretches both intellectually and practically;
- Contributes to knowledge in the field of leadership and cognate areas in Africa and globally; and
- Makes a positive difference to organisations, communities or society.

### Fee Remission for Doctoral Students

Full-time doctoral students qualify for full fee remission for the minimum duration of the degree, subject to satisfactory progress requirements being met. This applies to all students, i.e. local, SADC and international, who are full-time students (not studying on a part-time basis), who register for the first time for a doctoral degree by dissertation (i.e. not by coursework and dissertation). Minimum duration means three years or six semesters.

**For further information on deadlines and application details, visit: <http://clms.ukzn.ac.za>**  
**Applications will need to be made online at <http://www.ukzn.ac.za> (click on Apply to UKZN)**

### Overview

The primary purpose of the Master of Business Administration (MBA) is to educate and train graduates who can contribute to the development of knowledge such that they are prepared for advanced and specialised professional employment, with the capacity for critically aware and innovative leadership in a particular field.

Successful completion of our MBA requires a high level of theoretical engagement and intellectual independence. It also demands a demonstration of the ability to relate knowledge to resolving complex problems in appropriate areas of professional practice.

In addition, graduates must be able to deal with complex issues both systematically and creatively, design and critically appraise analytical writing, make sound judgements using data and information at their disposal and communicate their conclusions clearly to specialist and non-specialist audiences, demonstrate self-direction and originality in tackling and solving problems, act autonomously in planning and implementing tasks with a professional orientation, and continue to advance their knowledge, understanding and skills relevant to a particular profession.

### Accreditation

Our MBA Programme is internationally recognised and accredited by the Council on Higher Education of South Africa.

### Duration

The MBA is a two-year programme. The first year consists of module completion and the second year consists of three electives and one module and the completion of a dissertation.

### Entry Criteria

To be considered for admission into the MBA Programme, an applicant is required to meet the following criteria:

- 1) Holds an Honours degree or a Postgraduate Diploma at NQF level 8, or a cognate Bachelor's degree at NQF level 8, or has been admitted to the status of an Honours degree or has attained a level of competence as provided for in the University's admissions framework; and
- 2) (a) Is at least 25-years-old on the 1st of January of the year of first registration and has a minimum of three years' formal, full-time work experience; and  
 (b) Has passed the Graduate Management Admission Test (GMAT) or an entrance examination prescribed by the School.

### MBA Entrance Test

An applicant may be required to write an entrance test to determine his/her suitability for the MBA. The test is conducted by an independent industrial psychologist for which a separate fee is charged. The test is designed to determine an applicant's potential to succeed in the MBA programme. It tests learning potential, literacy understanding, concept formation and numerical abilities.

International applicants may write the GMAT test in their own country and attach a certified copy of their results to their application.

### Application Procedure

MBA applications for the block release and part-time programmes are now open. Applications will need to be made online at <http://www.ukzn.ac.za> (click on Apply to UKZN).

### MBA Admissions

Tel: +27 (0)31 260 1615/8172  
 Email: [gsbladmissions@ukzn.ac.za](mailto:gsbladmissions@ukzn.ac.za)

### Exemption of Credits

Candidates may apply for credits towards modules. Credits may be granted, subject to approval by the Faculty Exco and will only be considered for modules that the candidate has completed at Masters level.

## Lectures

**Part-time programme:** MBA lectures are held at the Westville Campus only, from Monday to Thursday, 18h00 to 21h00. Students may be required to attend additional lectures on Friday evenings or Saturday mornings.

**Block Release programme:** Lectures are held from Wednesday to Saturday, 08h00 to 17h00. Participation in field trips, excursions and attending additional presentations outside of the lecture theatre may be required.

**The MBA Programme is offered in contact mode only. We do not offer distance learning.**

## Assessment

Students are regularly assessed during the semester for each subject. Assessments can take the form of tests, assignments and presentations. Group work plays a large role in this programme. Examinations are written at the end of each semester.

## Course Structure and Content

The MBA is a two-year programme. The first year consists of two semesters of coursework, while in the second year there is a dissertation, one module and three electives. Students are able to choose their electives from a list of seven possible subjects.

	Semester 1	Semester 2
<b>MBA 1</b>	<ul style="list-style-type: none"> <li>Qualitative and Quantitative Research Methods (16cp, NQF 9)</li> <li>Leadership (16cp, NQF 9)</li> <li>Economics for Management (16cp, NQF 9)</li> <li>Strategic Marketing (16cp, NQF 9)</li> </ul>	<ul style="list-style-type: none"> <li>Financial Reporting and Analysis (16cp, NQF 9)</li> <li>Corporate Finance and Decisionmaking (16cp, NQF 9)</li> <li>Operations and Supply Chain Management (16cp, NQF 9)</li> <li>Human Capital Management (16cp, NQF 9)</li> </ul>
<b>MBA 2</b>	<ul style="list-style-type: none"> <li>Dissertation (64cp, NQF 9)</li> <li>Advanced Strategy (16cp, NQF 9)</li> <li>Elective 1 (16cp, NQF 9)</li> </ul>	<ul style="list-style-type: none"> <li>Dissertation (subsequent registration)</li> </ul>
<b>Electives*</b>	<ul style="list-style-type: none"> <li>Elective 1: Business, Governments and Society (16cp, NQF 9)</li> <li>Elective 2: Innovation and Entrepreneurship (16cp, NQF 9)</li> <li>Elective 3: Investment and Portfolio Management (16cp, NQF 9)</li> <li>Elective 4: Management Information Systems (16cp, NQF 9)</li> <li>Elective 5: Operations Research (16cp, NQF 9)</li> <li>Elective 6: International Business and Finance (16cp, NQF 9)</li> <li>Elective 7: Coaching and Mentoring (16cp, NQF 9)</li> </ul>	



## FIRST YEAR – Semester One

### Qualitative and Quantitative Research Methods

The research methodology encompasses the quantitative and qualitative aspects of research. The student will be introduced to methods of topic selection, research design, sampling and writing techniques. The module will prepare the student to design their research proposal and to write a dissertation. Furthermore, it covers the collection, classification, analysis and interpretation of information or data. It covers the t-test, chi-squared test, ANOVA, correlation and regression.

### Leadership

The module focuses on how leadership-thought has evolved over time and identifies the major theoretical frameworks. A critical view is taken on the relationship between management and leadership and leadership is explored from the point of view of self, organisation and that of the broader environment. The practical implications of various leadership approaches are interrogated.

### Economics for Management

The module covers a broad spectrum of economic issues, ranging from the level of the business unit to those of the broader global economy. Topics include: understanding business cycle indicators, examining market structures, a critique of neoclassical economics and contemporary capitalism, examining the determinants of economic growth, international trade and exchange rates. Emphasis is placed on the application of economic theory to enhance decision-making in managerial economics.

### Strategic Marketing

The course introduces students to advanced concepts in strategic marketing. It deals with marketing as the driving business orientation in a contemporary environment. Competitive market analysis, future competitive positions and long-term sustainability of strategic marketing form the basis of the course. Concepts such as market segmentation, product differentiation, the product life cycle and others will be examined as important marketing tools in the overall marketing mix. Theoretical concepts will be applied to practical marketing situations in the business context.





## FIRST YEAR – Semester Two

### Financial Reporting and Analysis

The module focuses on financial information arising from the financial reports of companies and financial statements analysis frameworks (business analysis, accounting analysis, financial analysis and future scenario analysis); tools for financial statement analysis, forecasting of financial statements, company valuation and techniques; and select topics including credit analysis, security analysis, mergers and acquisitions, initial public offerings and financial policies of companies.

### Corporate Finance and Decision making

The module examines the major financial decisions made in organisations. These include: capital budgeting, capital structure, working capital management, and the impacts of operational decisions on different components of the corporate strategy, in particular, on investment and financial policies. The module also examines all aspects of performance measurement and management control systems design and use, from a managerial perspective. This includes an examination and evaluation of the tools used by accountants and chief financial controllers (cost analysis, risk analysis, budgeting, and scorecards) and the relevance of these tools for decision making. In addition, there is a focus on mergers and acquisitions, the information conveyed by financial decisions as well as how managerial incentives affect financial decisions.

### Operations and Supply Chain Management

This module presents a substantial body of knowledge about operations and supply chain management. The content covers matching Supply with Demand, Inventory Management, Lean and Quality Management, Logistics Management, Distribution Management, Strategic Sourcing, Supply Chain Collaboration, Sustainability and Closed-Loop Supply Chain.

### Human Capital Management

This module aims to teach the advanced core themes of human capital management. This includes an understanding of talent management (including performance management), motivation, relationship building, teamwork, ethics, developing effective dialogue and decision-making in a complex environment.

## SECOND YEAR – Semester One

### Dissertation

The content of this dissertation includes a research topic, contextual background of the study, rationale of the study, review of relevant literature, research design and methods, data analysis, results, discussions and conclusions.

### Advanced Strategy

The course equips students with the perspectives, frameworks and tools for effective strategising and execution for integrated enterprise development and sustainability.

## SECOND YEAR – Semester Two

### Dissertation (Subsequent Registration)

#### Elective Options

Students may choose one of the following elective options\*:

#### Business, Government and Society

Given the growing complexity of managerial decision-making, the overall aim of this module is to encourage ethical decision-making and behaviour in organisations. It examines and discusses the emergent applied ethical issues in organisations, the rationale for government regulation in various industries and the public policy procedures through which regulations are determined. The challenges and complexities faced by businesses and their managers as they endeavour to maximise returns while responsibly managing their duties to both stakeholders and society, are also studied. Specific topics covered include the modern global business environment, current issues facing business, government and society, the not-for-profit sector, workplace matters, stakeholder ethics and ethical decision-making, and strategic responses to a changing global business environment.

#### Innovation and Entrepreneurship

This module presents a substantial body of knowledge on innovation in the entrepreneurial process. The content of this module covers innovation as the driving force of entrepreneurship, opportunities and techniques of recognition, the founder and the team, the business model, marshalling the resources required for start-up ventures, growth and beyond.

The module focuses on the factors that contribute to successful entrepreneurial activity: starting up a new business, expanding an existing business and sustaining the entrepreneurial drive of a national or global company. The link between entrepreneurship and job creation in the context of economic development is assessed.

#### Investment and Portfolio Management

The course examines security valuation techniques for equity, debt, derivatives and foreign instruments. It evaluates the applicability of the efficient market hypothesis to security markets and investment portfolios. It applies theoretical and practical aspects of portfolio selection and asset allocation, the performance of investments and investment strategies and construction and management of a portfolio of securities. Topics examined include a focus on South Africa's financial markets, portfolio management strategies and stock market analyses.

## Management Information Systems

This course focuses on the various roles played by information and provides the manager with the knowledge to make informed decisions concerning information technology specialists, hardware, software, data and communication networks. The strategic use of information is discussed, as well as strategic issues such as the systems development life cycle, business process reengineering, outsourcing, systems security, end-user computing and e-commerce.

## Operations Research

Operations Research is a quantitative approach to decision-making. It is primarily concerned with developing and applying quantitative analyses to solving problems faced by managers of public and private organisations. More specifically, theory and methodology in mathematics, statistics and computing are adapted and applied to the identification, formulation, solution, implementation and control of real life business systems. Operations Research provides significant inputs into managerial decision-making.

## International Business and Finance

The module examines theories and models of international business; theories explaining the activities and structures of multinational corporations; modes of entry into international markets; international financial markets; international financial instruments (for example, currency forwards and swaps); and contemporary issues and developments in international business. The module focuses on foreign exchange exposure and management, international capital structure and budgeting, as well as corporate governance in a global context.

## Coaching and Mentoring

This module examines and discusses the emergent trends of coaching and mentoring within organisations. The module also examines how leaders harness such approaches within the current business environment and the results thereof. Key coaching and mentoring approaches will be considered in the context of leadership, with a focus on effective leadership styles that maximise human potential and performance. Specific topics covered include current leadership imperatives and issues, current practices in coaching and mentoring in organisations, and systemic approaches to coaching and mentoring from a leadership perspective.

*\* Students are advised that not all modules listed in this brochure will necessarily be offered and that the University reserves the right to withdraw modules at short notice if and when necessary.*

# MASTER OF COMMERCE BY RESEARCH OR COURSEWORK

## MCom by Research

The Graduate School of Business and Leadership (GSB&L) offers a Master of Commerce (Leadership Studies) Programme by supervised research.

## Entrance Requirements

- An appropriate four-year degree at Honours level or equivalent;
- A candidate must be committed to rigorous research in an applied context, high-intensity learning that stretches both intellectually and practically and contributes to knowledge in the field of leadership and cognate areas in Africa and globally; and to making a positive difference to organisations, communities or society; and
- Prospective students (who may originate from any disciplinary background) will undergo a rigorous process of selection.

## Areas of Specialisation

The staff at the GSB&L has interests in a variety of Leadership areas and prospective students are invited to discuss aligned interests with them. Below are the areas of specialisation:

- Leadership in Social Partnership Contexts
- Leadership and Corporate Citizenship
- Leadership, Local Government and Local Economic Development
- Leadership and Learning in Organisations
- Leadership and Strategic Development
- Leadership and Whole Systems Change
- Modelling and Managing Complex Social Systems
- Leading and Managing Transformational Change
- Comparative Philosophies and Traditions of Leadership
- Leadership, Organisational Ecology and Sustainability
- Leadership and Transformative Learning
- Leadership, Group Intelligence and Creativity
- Leadership, Value Systems and Change

## Duration

The programme can be completed through one year of full-time study or two years' part-time study.

## MCom by Coursework

Students following the coursework route will be offered a programme that consists of four one-week intensive modular sessions in the first year and a further two sessions in their second year. For each module, participants must complete a personal learning assignment and write a reflective examination. In addition, a dissertation comprising 50% of the points required for the degree is required.

## Course Materials

While students will be provided with core learning materials, they will be expected to buy core texts appropriate to their programme.

## Core Courses

- Systems Theories and Practices
- Leading in Turbulent Environments
- Research Methodology
- Research Dissertation

## Elective Courses\*

A range of elective courses are offered. These include:

- Project Management (1)
- Project Management (2)
- Systems Dynamics
- Soft Systems Methodology
- Project and Programme Evaluation
- Knowledge Management
- Corporate Citizenship
- Strategy and Organisational Dynamics

## Entrance Requirements

An appropriate four-year degree at Honours level or equivalent.

## Fee Remission

Full-time research Masters students qualify for full fee remission for the minimum duration of the degree, subject to satisfactory progress requirements being met. This applies to all students, i.e. local, SADC and international, who are full-time students (not studying on a part-time basis), who register for the first time for a full research Masters degree by dissertation (i.e. not by coursework and dissertation). Minimum duration means one year or two semesters.

**For further information on deadlines and application details, visit: <http://clms.ukzn.ac.za>**  
**Applications will need to be made online at <http://www.ukzn.ac.za> (click on Apply to UKZN)**







# POSTGRADUATE DIPLOMA PROGRAMMES

## Postgraduate Diploma in Business Management (block release)

The Graduate School of Business and Leadership offers a Postgraduate Diploma in Business Management on the Westville Campus.

### Objectives

The purpose of the Postgraduate Diploma in Business Management is to equip candidates with broad-based theoretical and practical knowledge and skills in the field of management. It will enhance their capacity for lifelong learning, which will improve their decision-making potential. Deep reflection and awareness of the socio-economic and environmental context of business underpin all the programme modules.

### Programme Teaching Method

The programme is offered in part-time mode only, over one year. Students can register for either evening or block release classes.

### Programme Modules

#### First Semester

- Business Research Methodology
- Principles of Business Leadership and Management
- Economics for Managers
- Accounting for Managers

#### Second Semester

- Organisational Behaviour
- Management Information Systems
- Marketing for Managers
- Theory and Practice of Entrepreneurship

### Eligibility

Although advantageous, students are not expected to possess any prior management knowledge or skills. Work experience, however, is essential for students to understand and apply the skills and knowledge obtained on the programme. The minimum entry criteria are based on the recommendations of the CHE and the historic practices of the Graduate School of Business and Leadership and other South African business schools. Applicants must:

- Have a matriculation exemption
- Hold an HEQF 7 qualification

**For further information on deadlines and application details, visit: <http://clms.ukzn.ac.za>**

**Applications will need to be made online at <http://www.ukzn.ac.za> (click on Apply to UKZN)**

## Postgraduate Diploma in Entrepreneurship (part-time)

Entrepreneurship plays an important role in transforming individuals, communities and nations. The GSB&L at UKZN has developed, and now offers, a Postgraduate Diploma in Entrepreneurship, which has the potential for such transformation.

### Programme Outcomes

The Postgraduate Diploma in Entrepreneurship is designed to help aspirant entrepreneurs develop their ambitions and empower them to manage new ventures effectively, through an academically rigorous, directly relevant and applied learning experience.

### Programme Structure

The programme is offered on a part-time basis at NQF level 8. It consists of eight compulsory modules taken over two semesters. Each module is facilitated by a subject specialist and follows GSB&L procedures for modules in terms of assessments and submissions.

Its curriculum blends classroom instruction grounded in theory with practical applications, through a range of experiential learning projects.

Lectures are held from Mondays to Thursdays, from 17h30 to 19h30. Based on demand, the GSB&L will consider offering this programme in block release mode.

### Duration

The programme is to be completed in one year of part-time study.

### Who May Apply?

- Aspiring entrepreneurs.
- Owners of small and medium sized businesses.
- Entrepreneurs interested in improving the management of their businesses.

### Admission Requirements

- Any recognised undergraduate degree or a three-year tertiary qualification from a recognised institution.

## Postgraduate Diploma in Leadership (block release)

The Graduate School of Business and Leadership offers a Postgraduate Diploma in Leadership on the Westville campus.

### Objectives

The programme is ideally suited for working professionals in organisational leadership positions who are required to work in the dynamic and complex environment of contemporary Africa and its transition agenda. The programme is aligned with the School's mission to create African business leaders through fostering and facilitating the economic development of our country and our continent. It also supports the School's vision of promoting excellence in the field of management studies congruent with the needs of business, industry, commerce and government, and to enable our students to compete favourably and equitably in local, national and international job markets. The programme aims to develop students academically and professionally so that they can make a positive contribution to the South African economy and the continent's prosperity. The programme will also serve as a bridging programme to the Masters in Leadership and related management fields.

### Programme Teaching Method

The programme will be delivered in block release contact sessions and may be offered on a part-time or full-time basis, based on demand.

### Programme Modules

#### Compulsory Modules

- Advanced Leadership Theories and Practices
- Organisational Dynamics
- Strategic Leadership
- Systems Thinking
- Practitioner Research for Leaders

#### Electives\*

- Advanced Issues in Leadership
- Critical Reflection of Leadership Skills
- Managing Complexity
- Project Leadership

**Note: Modules are offered subject to student enrolments.**

### Eligibility

The minimum admission requirement is an appropriate Bachelor's Degree or an appropriate Advanced Diploma.

**For further information on deadlines and application details, visit: <http://clms.ukzn.ac.za>**

**Applications will need to be made online at <http://www.ukzn.ac.za> (click on Apply to UKZN)**

# POSTGRADUATE STUDIES IN REGIONAL AND LOCAL ECONOMIC DEVELOPMENT

The Graduate School of Business and Leadership (GSB&L) at the University of KwaZulu-Natal (UKZN) is the academic home of the Regional and Local Economic Development (RLEDI) Capacity Building Initiative, which is funded and supported by the KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs (EDTEA).

Through this partnership, the GSB&L offers postgraduate programmes aimed at promoting RLED research and learning, building critical thinking in relation to RLED, continuing professional development, creating a professional network of RLED graduates, and strengthening the implementation practice of RLED institutions.

The programmes offered form the academic component of a multi-focused, capacity-building initiative that won the 2014 International Partnership Network's Global Best Award for the best Entrepreneurship and Enterprise Skills Partnership in Africa. In 2015, the RLED Initiative was awarded a KZN Top Business Partnership Award in recognition of its partnership with EDTEA.

## Postgraduate Programmes Offered

- Master of Commerce, LED specialisation (coursework)
- Postgraduate Diploma in Local Economic Development
- Master of Commerce by research (RLED focus)

## About the Programmes

These programmes are aimed at building capacity for RLED through coursework and a research component.

The coursework programme includes a variety of modules that address Economics for Management, Systems Thinking, Partnerships, Leadership, Development Economics and Business Strategy.

The Master of Commerce by supervised research includes a research methods module and ad hoc seminars while remaining fully focused on the production of a research project of significance to improve understanding and practice of RLED.

The academic programmes include a guest lecture series, informative field excursions and intensive research support during the process of undertaking the course.

## Programme Modules\*

The following modules will be presented in the Postgraduate Diploma Programme:

- Economics for LED practitioners
- LED and Developmental Government
- Strategic and Project Management for LED
- Accounting and Finance for LED
- Integrative LED Research project
- Supply Chain Management for LED
- Marketing Management for LED
- Sustainability in LED

The following modules will be presented in the Master of Commerce Programme:

- Economics for Management
- Systems Theories and Practices
- Development Economics
- Leading in Turbulent Environments
- Research Methodology
- Strategy and Organisational Dynamics/Entrepreneurship and Economic Development
- Research dissertation (50% of the degree)

## Duration

- The Masters Programme by supervised research may be completed in a period of one year full-time or two years' part-time.
- The Masters Programme by coursework may be completed in a period of two years of part-time study.
- The Postgraduate Diploma Programme can be completed in two years of part-time study.

## Admission Requirements

- Masters Programme – The entrance requirement is an appropriate four-year degree at Honours level or equivalent.
- Postgraduate Diploma Programme – Any recognised

undergraduate degree, Bachelor of Technology or three-year tertiary qualification from a recognised institution.

## Who May Apply?

Participants are typically drawn from provincial, district and local level in government, business and civil society organisations. Existing LED practitioners based within key LED institutions in provincial government, districts and municipalities should apply. Members of civil society

organisations addressing economic development, and those working on economic development from within the private sector, would also find the programme useful.

**For further information on deadlines and application details, visit: <http://clms.ukzn.ac.za>**

**Applications will need to be made online at <http://www.ukzn.ac.za> (click on Apply to UKZN)**

*\* Students are advised that not all modules listed in this brochure will necessarily be offered and that the University reserves the right to withdraw modules at short notice if and when necessary.*



# SHORT COURSES

In today's globalised and integrated world, leaders and professionals must engage in continuous professional development within the paradigm of lifelong learning and reflexive theory and practice, to meet contemporary societal and organisational challenges.

Short course interventions are an integral component of holistic professional development.

The Graduate School of Business and Leadership, in conjunction with the UKZN Extended Learning, offer the following portfolio of short courses.

## Emerging Managers Programme (EMP) Programme Overview and Objectives

New and emerging managers are tasked, for the first time, with the responsibility of managing a team to achieve results. They have to navigate a new environment, having moved past technical task-based familiarity to managing others. The purpose of this programme is to take delegates through the fundamentals of management, addressing competencies required for effective management and covering everything from the functional competencies required of a manager to the more process-orientated people management. This course is aimed at individuals who are earmarked as future leaders/managers in an organisation, or individuals who have recently been promoted to management level and are now having to navigate a new landscape. This practical eight-week programme focuses on the fundamentals of management, dealing with management processes and management in context. The EMP will enable delegates to develop a strong foundation for effective leadership and people management.

### How You Will Benefit

#### You will learn to:

- Understand the fundamentals of business and their importance in the overall functioning of an organisation.
- Enhance your leadership and management capabilities.
- Identify and enhance business communication strategies to achieve results.
- Effectively manage projects and your time.
- Understand the fundamentals of finance.
- Develop, motivate and manage a team.

### Key Focus Areas

- Fundamentals of Management
- Business Communication
- Project Management
- Introduction to Finance
- People Management
- Leadership Development
- Personal Coaching

### Who Should Attend?

- Individuals identified as future or emerging leaders.
- Individuals who are in a management role for the first time.
- Supervisors or team leaders.

### Entrance Requirements

Candidates require at least two years' work experience.

### Duration

Eight weeks (two three-day block sessions)

## Finance for Non-financial Managers (FNFM)

Are you in Sales and Marketing, Warehousing and Logistics, Engineering, Operations, Human Resources, or perhaps in another non-financial management role? If so, this course is for you! Finance for Non-Financial Managers (FNFM) is designed to develop financial literacy and create a better understanding of your contribution to strategic decision-making.

This course aims to unscramble the challenges of reading financial statements, capital budgeting and the importance of cash flow. It will provide a more structured approach to sales and product forecasting, budgeting, and measurement of performance against budgets. This course will empower you and give you confidence when communicating with accounting and finance professionals in your organisation.

### How You Will Benefit

#### You will learn to:

- Speak the language of finance, understanding terms such as budgeting, forecasting, working capital, triple bottom line reporting, etc.
- Get an insight into the drivers and measurement of cost.
- Understand growth, cash flow and profitability concepts.
- Develop decision-making skills using financial techniques.



### Key Focus Areas

- Introduction to Financial Statements
- Working Capital Management
- Budgeting and Forecasting
- Accounting Techniques for Decision-making

### Who Should Attend?

- Sales and marketing professionals
- Engineers (Civil, Structural, Industrial, Chemical, Mechanical)
- Warehousing and Logistics supervisors/managers
- Human Resources professionals
- Operations and Admin personnel

**Duration:** Three days

## Competent Project Management (CPM)

This course provides an objective overview of Project Management from a practical business perspective, from initial conceptualisation to planning, implementation and subsequent evaluation. Increasingly, projects are seen as vehicles for accomplishing tasks and meeting objectives in competitive markets to address customer and organisational needs. The role of the project manager is being redefined to ensure successful completion of corporate and major capital projects. Delegates attending the course will have the opportunity to develop practical skills for use directly on their return to the organisation.

### How You Will Benefit

#### You will learn to:

- Develop a conceptual scoping statement.
- Compute the duration of a project. Cost activities and manage budgets.

- Predict risks and develop contingencies.
- Develop quality standards.
- Construct work and technical breakdown structures.
- Measure the progress and results of a project's implementation.
- Manage a project and a project team.

### Key Focus Areas

- Defining Projects
- Project Characteristics
- Project Lifecycle (short and long-term)
- Project Management and Strategy
- Measurement Tools for Competent Project Management
- Making Projects Work – Technical Skills
- Project Planning
- Network Planning
- Socio-cultural Skills
- Managing Group Dynamics
- Time Management

### Who Should Attend?

- Anyone involved in or associated with projects, whether as a project manager, planner, accountant, influencer, sponsor or part of the project team.
- This course is suitable for candidates in the business and government sector.

**Duration:** Three days

## Management Development Programme (MDP)

The Management Development Programme (MDP) provides companies with the opportunity to grow the potential of new and aspiring managers. These employees are often tasked with making

short-to medium term-decisions and need skills and knowledge for effective decision making. This programme is designed to facilitate an understanding of and the ability to integrate and apply key competencies for functional business areas.

The MDP is a practical programme aimed at empowering middle managers and providing a platform for personal and professional development within the business environment. It is largely learner-centred, drawing on participants' experience and inherent potential to mould valuable leadership traits. The MDP is underpinned by personal coaching. It identifies and supports the development of future leaders in organisations.

### How You Will Benefit

#### You will learn to:

- Understand your management role in contributing to an effective organisation.
- Address strategic HR challenges such as talent management, employee satisfaction and performance management.
- Manage marketing communication as the lifeblood of a business.
- Speak the language of finance and understand terms such as budgeting, forecasting, working capital, and concepts like triple bottom line reporting.
- Come to terms with new and emerging technologies to address the need to innovate, simplify and optimise resources.

### Key Focus Areas

- Management and Leadership
- Operations Management
- People Management
- Information Systems Management
- Marketing Management
- Financial Management
- Management Strategy
- Personal Development

### Who Should Attend?

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

### Entrance Requirements

- Matric Exemption (or equivalent)
- Minimum of three years' working experience

**Duration:** Eight months (block sessions)

## Managing for Impact – New Managers Programme

### Programme Overview and Objectives

In today's fast-paced, competitive business environment the demand for good managers and leaders far exceeds supply. This programme focuses on the skills that new and emerging managers need to work with and mobilise people to achieve tangible results in and across business units in an organisation. To bring out the best in the manager and the team requires a shift from managing 'self' to managing others. This shift demands a different set of capabilities and often presents a challenge for new managers. They must move beyond the known base of technical and task familiarity and embrace the new challenge of working with others to achieve results. The people you work with will depend on you for direction, support, shared experience and knowledge, and ultimately, excellent leadership.

Through this programme you will understand the power of managing people for impact, using proven processes to achieve lasting results.

### How You Will Benefit

#### You will learn to:

- Understand the context and requirements of management in a globally competitive, market driven environment. Master yourself in a team environment.
- Refine your personal leadership brand.
- Employ tools to aid in managing conflict, manage diversity and improve communication (using the TKI assessment inventory).
- Apply content and process skills to manage effectively in your organisation.
- Execute your new role with confidence.

### Key Focus Areas

- Managing self
- The nature of leadership characterising successful organisations in today's business environment
- To deepen one's understanding of personal style in relating to others in the workplace (using the MBTI assessment inventory)
- Managing others
- The need for agile teams in organisations today
- Exploring the leadership strategies required in the various stages of a team's development
- Managing performance and productivity
- Using coaching as a management tool
- Introducing change into a team and dealing with resistance

### Who Should Attend?

- Young managers and technical specialists
- Supervisors, team leaders and junior managers
- Recently appointed first-time and prospective managers

### Entrance Requirements

- National Senior Certificate (NSC)
- Minimum of three year's work experience

### NQF Level

NQF level 5 on the National Qualifications Framework (NQF)

**Duration:** Three days

## Conflict Management and Dispute Resolution

### Programme Overview and Objectives

Knowing how to apply the law effectively to discipline and for grievance and dismissal procedures is an essential skill for Human Resources practitioners. However, good managers are not just familiar with the law. They manage to create an enabling environment.

This course not only examines the regulatory framework, but highlights the long-term benefits of constructive engagement across all spheres of work. It is designed in a practical way to ensure that the necessary techniques and processes to deal effectively with conflict are embedded and supported through experiential learning.

### How You Will Benefit

#### You will learn to:

- Recognise the rights of employee and employer.
- Understand employment codes of conduct and policy implications.
- Create an employee-friendly environment.
- Adopt a proactive approach to managing conflict and

resolving disputes.

- Carefully and systematically investigate alleged misconduct.
- Act in a decisive manner in handling grievances.
- Understand disciplinary procedures.
- Compare and differentiate between procedural fairness and substantive fairness.
- Prepare professionally for hearings, appeals and settlements.
- Manage publicity and organisational impact.

### Key Focus Areas

- Fair labour practice – the recognition of rights
- Codes of conduct, policies and procedures
- Employee-friendly environments – everyone benefits
- Investigating alleged misconduct
- Avoiding constructive dismissal(s) claims – effective grievance handling
- Procedural fairness vs substantive fairness
- Hearings, appeals and settlements
- Publicity and organisational impact
- Negotiation skills
- Crucial conversations and critical dialogue

### Who Should Attend?

- HR practitioners
- Managers, team leaders and emerging managers
- Executives responsible for managing others

### Entrance Requirements

Matric or three years' management experience

**Duration:** Three days





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