

# Advanced Short Learning Programme on **MANAGEMENT STRATEGY**

(Proposed NQF 7)



BUSINESS SCHOOL  
BESIGHEIDSKOOL  
SEKOLO SA KGWEBE

Delivered by

The Unit for Continuing Education

# Advanced Short Learning Programme on **MANAGEMENT STRATEGY** (Proposed NQF 7, Credit points 60)

(Formerly known as the “Advanced Management Programme”)



In a dynamic and highly competitive environment, it is essential that effective managers keep one step ahead of the average manager with updated knowledge and skills. By being on top of the latest developments and seeing challenges as opportunities, they can operate as successful modern managers in a challenging economy. The NWU School of Business & Governance has seen this as a challenge and has positioned itself strategically to constructively contribute to the growth and development of South Africa through research and people development. The aim of the programme is to present advanced management training as an extension of the Middle Management Programme. The development of skilful top-level managers in a highly competitive environment is imperative to the success of any company. The Advanced Management Programme appropriately equips middle and top-level managers to face the dynamic environment in which organisations find themselves. The programme runs over a period of one academic year, consisting of two study schools and a strategic management project.

## PROGRAMME OBJECTIVE

The tremendous shortage in skilled and trained labour in South Africa has become one of the more serious problems of the South African economy. This problem is enhanced by the lack of properly trained top and middle managers in the industry. The objective of the programme is to provide sound academic and professional training to top and middle managers in South Africa. Participants will not only be trained in their field of specialisation, but will also be subjected to a broad field of functional management. Functional co-ordination or integration is emphasised in this programme. The programme concludes with a strategic management project. The aim is to equip top and middle managers with the knowledge of the role of top management and their own role in the formation and implementation of business policy. Vertical co-ordination and communication are accentuated.

## TRAINING METHODOLOGY

To enable participants to gain the maximum benefit from the NWU School of Business & Governance philosophy, a training structure has been designed to enhance contact between lecturer and participant on the one hand, and contact between participants on the other hand. A part-time training programme requires a large degree of independent study and work from participants. The importance of group decision-making, as spelled out in modern management approaches, necessitates the stimulation and application of this technique in training. Participants are therefore teamed into syndicate groups. Only the student can utilise the training structure established by the NWU School of Business & Governance to his/her benefit. In order to gain maximum benefit from this structure, participants should be devoted.

The training methodology is divided into three main components:

1. Residential training (lecturer/participant contact): Two full-time study schools of four (4) days each, spread over a period of 10 months, are presented to enhance intensive contact between lecturers and participants. Study schools comprise formal lectures, group discussions, case studies, workshops and skills training.
2. Work in syndicate groups (participant/participant contact): The training is aimed at group decision-making. Participants are allocated to syndicate groups of between five and eight people. Syndicate groups determine their own work programme, but should meet at least once a week. A strategic management project is to be handed in by each group. A liaison officer will be appointed by the NWU School of Business & Governance for each group. Group interaction enhances the learning experience and the NWU School of Business & Governance will attempt to form multidisciplinary groups in order to facilitate group interaction and cross-pollination. Assignments are thus compiled in such a manner that students must mutually utilise each other's knowledge in order to benefit synergistically.
3. Self-tuition: The importance of group decision-making has been pointed out. A group, however, is only as good as the synergistic sum of its members. The development of the individual is seen as a high priority in the training programme. The prescribed reading and study programme has been designed to guide the student through a structured learning experience. Devotion and self-tuition are of cardinal importance to the development of the participant.

# ADMISSION REQUIREMENTS

## TARGET GROUP

The AMP is aimed at the development of skilful top level managers. The focus of the AMP is to present advanced strategic management tutoring. Applicants should already have the necessary qualifications and experience for participation in the course; ideally a qualification on middle management level and at least 3 years management experience on middle management level. Grade 12 is a prerequisite.

## LANGUAGE

The programme is presented in Afrikaans and English on request.

# ENROLMENTS AND REGISTRATION

## CONCISE DESCRIPTION OF COURSE CONTENTS AND STUDY UNIT OUTCOMES

STUDY SCHOOL 1
Formulation and Implementation of Strategy
Strategic Management Project
Corporate Investment Strategy
Strategic Innovation Management and Entrepreneurship

  

STUDY SCHOOL 2
Strategic Leadership and Change Management
Technology and E-business Strategy
Marketing Strategy
Strategic Management Project

## STRATEGIC MANAGEMENT PROJECT

Each syndicate group must choose an enterprise and do an analysis of this enterprise according to the following guidelines. These guidelines are not necessarily complete and may be enhanced by your own work. You should be careful not to choose an enterprise that is too large or too small. The objective of the strategic management project is to do a comprehensive analysis of the chosen enterprise. This analysis should serve as the foundation of future planning. The project should be done in such a way that it can be presented to the top management of the enterprise.

You are expected to:

- Present a comprehensive strategic plan for the enterprise
- After the development of the strategic plan, develop the different functional strategies for the enterprise
- Also indicate how you will implement the strategy, which includes, inter alia, organisation structure and management systems

## FORMULATION AND IMPLEMENTATION OF STRATEGY

The purpose of the module can be summarised in four objectives:

- To equip participants with the most important theoretical principles of strategic management
- To illustrate the practical application of these principles by means of practical applications and case studies
- To serve as integrative framework for the other (functional) study areas of management and leadership covered in the programme
- To guide participants through the formulation and implementation of strategy aspects required for the preparation of the strategic management project

The purpose of the module can be summarised in four objectives:

- Drivers of implementation
- Strategy-supportive organisation structures and supporting objectives, policies and tactics
- Key performance areas and key performance indicators
- The high performance organisation

## CORPORATE INVESTMENT STRATEGY

On completion, the participant will be able to:

- Analyse and interpret financial statements (ratios)
- Manage cashflow and prepare cashflow statements
- Make financing decisions: optimal financial structures.

## STRATEGIC INNOVATION MANAGEMENT AND ENTREPRENEURSHIP

The participant will be able to:

- Apply the entrepreneurial process to his/her unique situation
- Develop a personal entrepreneurial strategy
- Discuss the important role of entrepreneurship and be able to draft an entrepreneurial strategy for an organisation
- Demonstrate the development of personal entrepreneurial skills





### STRATEGIC LEADERSHIP AND CHANGE MANAGEMENT.

The participant will be able to:

- Apply selected change management principles, techniques and programmes to improve organisational effectiveness and employee quality of work life
- Determine the feasibility of proposed change management interventions and programmes and evaluate the success of change management interventions and programmes in organisations

The purposes of this module are:

- To understand the differences between transactional and transformational leadership
- To gain insight into how transformational leaders use particular characteristics to effect strategic change
- To identify gaps in own knowledge, training and insights with regard to strategic change leadership
- To formulate an individual action plan to grow as a strategic change leader

### TECHNOLOGY AND E-BUSINESS STRATEGY

The Internet will play an ever-increasing role in our future. Not only will the nature of the Internet itself change in terms of the technical and technological basis, which it is built upon, but also the way in which it affects commerce, jobs and our daily lives. Virtual commerce is an inevitable technological trend that sweeps today's industries and includes such applications as electronic commerce, marketing, networking, and demographic and product research. It creates an almost friction-free market where business is transacted at electronic speeds. The biggest mistake a company can make is to underestimate the impact that the Internet will have on its strategies, organisation, job policies and operations. Another mistake companies generally make is to make strategic decisions based upon the current reality of life or current technology paradigm. As organisations find and create innovative ways of doing business, the current paradigm of doing business changes. The best strategy to prepare your organisation for the challenges of the future is to be aware of the forces that change our perception of reality, as well as to be aware of the technological predictions about the future, which can have a beneficial or adverse impact on the organisation. Many businesses are applying the tools of technology to prepare for the knowledge age, but many are still charting a path to the future guided by the images in their rear view mirrors. Businesses will have to get beyond the misleading leading edge to prepare for the world of the new customer of the cyber era. The strategy for the cyber era should be inclusive, inventive, inquisitive and iconoclastic.

### MARKETING STRATEGY

As basis for understanding the strategic role of marketing in an organisation, one must understand how strategies are formulated: the planning, the analytical tools and techniques managers use and how to control the strategic realm of marketing in an organisation. The relationship between corporate, business-level and marketing strategies is examined in how marketing interacts in several ways. A sound marketing basis is thus required to benefit maximally from this course.



# Advanced Short Learning Programme on MANAGEMENT STRATEGY (AMP) APPLICATION FORM

## Applications must be accompanied by:

- Two clear recent passport-size photographs
- A letter from the participant's employer in which:
  - the employer certifies that the participant meets the requirements; and
  - the employer grants permission for the participant to participate in the programme
- A certified copy of your Identity Document



**NB!** latest version of **ADOBE ACROBAT READER** before attempting to complete the form.

## Application for admission to the Advanced SLP on Management Strategy

- Strictly confidential
- Please complete in type or print-hand

### A. Personal information

Initials and surname  Title

Names  Nickname

ID no.  Date of birth

Home address

Postal code

Tel no. (H) Area code  No.  Cell no.

Nationality

E-mail

Postal address (if different from home address)

Postal code

Work address

Postal code

Tel no. (W) Area code  No.  Fax no. Area code  No.

### B. Post-school activities

Complete in reverse order (starting with the most recent) all tertiary academic work, including qualifications (compulsory for evaluation purpose).

University/College/Technikon	Period (Year)	
	From	To

Name of Degree/Diploma/Certificate	Study completed	
	Yes	No

### C. Employment record

Please record your most recent positions of employment, starting with your present position.

Name of Company	Industry	Title or Position	Date	
			From	To

Controlling Company \_\_\_\_\_  
Subsidiary/Section \_\_\_\_\_  
Nature of Business \_\_\_\_\_  
Title Position \_\_\_\_\_  
Number of Employees \_\_\_\_\_  
Number of Years in Position \_\_\_\_\_

The NWU School of Business & Governance places great emphasis on the condition that participants should be able to work in a small study group. This enables them to learn from each other. To facilitate this process, you are requested to supply a short description of your present obligations and responsibilities in your organisation.

#### D. Payment Options (Only after acceptance letter to the SLP on AM has been issued)

8" Duna YbhCdhjcbg  
fCb'mUZyf  
Payment Method (Please mark appropriate box)  Cheque  Postal order  Transfer  RealPay  
h.Y'G@cb'5A

#### Account details

ABSA Bank  
Account No. 670 642 313  
Branch Code 632005  
Ref: SBG AMP Initials and Surname

#### Cheques should be made out to:

North-West University  
(No cash please)

#### Please fax proof of payment to:

Fax No. 087 231 5498  
Attention: Marietjie Lombard

#### Entity responsible for payment:

Self  Company

If self and are unable to pay full study fees immediately, please complete the RealPay debit order option form. (Available on request)  
If company, please provide the following details for invoicing purposes:

Registered Company Name: \_\_\_\_\_

Company Address Details: \_\_\_\_\_ Company Vat Reg. No. \_\_\_\_\_

\_\_\_\_\_ Postal Code \_\_\_\_\_

Contact Credentials of Creditors Department: Contact Name \_\_\_\_\_

Tel No. Area Code \_\_\_\_\_ No. \_\_\_\_\_

This application, once approved, becomes a legal and binding agreement between the applicant and the NWU Business School which is irrevocable. It is the policy of North-West University that a registered participant of the University shall be fully liable for the payment of all prescribed fees, even if he or she cancels his or her registration partially or in full, and or leaves the University, irrespective of whether he or she has attended classes or not. The University considers applications for the refunding of fees and/ or exemption from fees on the grounds of extraordinary circumstances.

### E. Submit

Please post your completed application form to:

Admin Officer: Advanced SLP Management Strategy  
NWU School of Business & Governance  
Private Bag X6001, NWU  
Internal Box No. 296  
Potchefstroom, 2520

Signature of Candidate

\_\_\_\_\_

Date

**Submit by email**

**Reset form**



BUSINESS SCHOOL  
BESIGHEIDSKOOL  
SEKOLO SA KGWEBO

North-West University; Private Bag X6001, Potchefstroom, 2520

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Tel: 018 299 1372

Fax: 087 231 5498

[learn.nwu.ac.za](http://learn.nwu.ac.za)

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