



Shaping minds
of business
leaders in
Africa

ADVANCED SHORT LEARNING PROGRAMME ON
MANAGEMENT STRATEGY (AMP)

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 staying on top of the latest developments and seeing challenges as opportunities, they can operate as successful modern managers in a challenging economy. The NWU Business School 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 Short Learning Programme on Management strategy appropriately equips middle and top-level managers to face the dynamic environment in which organisations find themselves. This certificate programme runs over one academic year, consisting of two one-week study schools and a strategic management project.

PROGRAMME OBJECTIVE

The tremendous shortage of 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 adequately 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 coordination 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 role in the formation and implementation of business policy. Vertical coordination and communication are accentuated.

TRAINING METHODOLOGY

To enable participants to gain the maximum benefit from the NWU Business School 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 participant can utilise the training structure established by the NWU Business School to his/her benefit. In order to gain maximum benefit from this structure, participants should be enthusiastic about their participation.

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. The NWU Business School will appoint a liaison officer for each group. Group interaction enhances the learning experience,

and the NWU Business School will attempt to form multidisciplinary groups in order to facilitate group interaction and cross-pollination. Assignments are therefore compiled in such a manner that participants 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 participant through a structured learning experience. Devotion and self-tuition are of cardinal importance to the development of the participant.

ADMISSION REQUIREMENTS

Access to a computer and the internet is a prerequisite.

Target group

The AMS is aimed at the development of skilful top-level managers. The focus of the AMS 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

Textbooks are in English. The participant compilation will determine the medium of tuition for a specific course.

ENROLMENT AND REGISTRATION

Concise description of course contents and study unit outcomes

STUDY SCHOOL 1	STUDY SCHOOL 2
Formulation and Implementation of Strategy	Strategic Leadership and Change Management
Strategic Management Project	Technology and E-business Strategy
Corporate Investment Strategy	Marketing Strategy
Strategic Innovation Management and Entrepreneurship	Strategic Management Project

Strategic management project

Each syndicate group must choose an organisation and do an analysis of the organisation 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 organisation that is too large or too small. The objective of the strategic management project is to do a comprehensive analysis of the chosen organisation. 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 organisation.

You are expected to:

- Present a comprehensive strategic plan for the organisation
- After the development of the strategic plan, develop the different functional strategies for the organisation
- 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 into four objectives:

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

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, mar-

keting, 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 organisations 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

In understanding the strategic role of marketing in an organisation, one must understand how functional strategy aligns with the corporate and business strategy. Only then can the marketing planning benefit from the analytical tools and techniques that managers can use to control the strategic realm of marketing in the organisation. The relationship between corporate, business-level and marketing strategies is examined in how marketing interacts in several ways. A sound first course in marketing as a basis is, therefore, required to benefit maximally from this module.



Advanced Short Learning Programme on Management Strategy (AMP)

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

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:		Preferred name:	
ID number:		Date of birth:	
Home address:			
		Postal code:	
Tel no:		Cell number:	
Email:		Nationality:	
Postal address:			
		Postal code:	
Work address:			
		Postal code:	

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/ Technicon				
Period	From / To			
Name of qualification				
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:				
Section:				
Nature of business:				
Title position:				
Number of employees:				
Number of years in position:				

The NWU Business School 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 PMP has been issued)

Payment enclosed (Please mark appropriate box)		Cheque		Transfer
Account details ABSA Bank Account No. 670 642 313 Branch Code 632005 Ref: NWUBS AMP Initials and Surname	Cheques should be made out to: North-West University (No cash please)			
Please email proof of payment to: Marietjie.Lombard@nwu.ac.za				
Entity responsible for payment:		Self		Company

If company, please provide the following details for invoicing purposes:

Registered company name:	
Company address:	
Postal code:	
Company VAT no:	
Contact details of creditors department – Contact name:	
Tel no:	

I understand that a deposit of 30% of the programme costs is to be paid after successful enrolment in the programme. An invoice will be issued for the full programme cost of which 30% account for the deposit.

I understand that should I wish to withdraw from the programme, I need to do so two (2) weeks prior to commencement as to have any payments made refunded. Should I fail to withdraw in time, I understand that I forfeit the deposit of 30% of the programme cost.

I agree that I will become immediately liable for the full repayment of my study fees and that the remainder may be paid in six (6) instalments over six (6) months.

I agree that I will continue to make monthly payments, by no later date than the last working day of every month, until my obligations in terms of this contract towards the financing of my study fees have been paid in full.

This application binds the participant inter alia to the payment of the full study fees. Any amount that is from time to time due and payable by the participant to the North-West University, shall be proven by means of a certificate of balance, which is issued and signed by an authorised official of the University. Such a certificate shall be binding on the participant and shall serve as prima facie proof of the computation, extent and existence of the amount owing, and of the indebtedness of the

participant towards the University for purposes of summary judgement and provisional sentence. In the event that the participant pays the study fees in instalments and skips one instalment the full outstanding balance becomes due and payable.

Please post or email your completed application form to:
Admin Officer: Project Management NWU Business School
Private Bag X6001, NWU
Internal Box No. 296
Potchefstroom
2520
Marietjie.Lombard@nwu.ac.za

Signature of candidate:

Date:



Marietjie Lombard
Tel: 018 299 1372
Fax: 087 231 5498
Email: NWUBS@nwu.ac.za

<http://commerce.nwu.ac.za/business-school>

