

Shaping minds
of business
leaders in
Africa



SHORT LEARNING PROGRAMME ON
MIDDLE MANAGEMENT (MMP)

In a fast-changing South Africa, it is imperative that managers will equip themselves with cutting-edge knowledge and skills, especially insights regarding the latest developments in the business environment. The challenge is to develop skills and obtain the knowledge to convert challenges into opportunities, creating value for companies and the country. The NWU Business School sees the above 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 Middle Management Programme is a people development programme that focuses on equipping middle-level managers with appropriate skills to enhance their value-adding ability. The course runs over a period of 12 months. The MMP is a well-branded programme with an excellent reputation in the market.

Listed below are some companies that have benefited and profited from the programme:

Absa	Monsanto	Senwes	African Cables	National Sorghum
Suprachem	Emsa	Natref	Telkom	Eskom
Omnia	Transnet	Foodcan	Premier Milling	Union Lime
Mittal	Randvaal	Kynoch	I & J	Rotek
Sasol	IST Otokon	Samancor	ATKV	LPM Engineering
Biliton	Astral Foods	Glencore	NWK Limited	York International

PROGRAMME OBJECTIVE

The tremendous shortage of skilled and trained labour in South Africa has become one of the more serious problems affecting the South African economy. This problem is exacerbated by the lack of adequately trained middle managers. The objective of the programme is to provide sound academic and professional training to equip middle managers with skills to create additional value for companies and 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.

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 spelt 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 studies to gain maximally from this managerial growth opportunity.

Contact training (Lecturer/participant contact)

Two full-time study schools of one week 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.

Work in syndicate groups (participant/participant contact)

The training is aimed at group decision-making. Participants are allocated to syndicate groups of approximately five people. Syndicate groups will determine their own work programme, but should meet at least once a week. Group interaction enhances the learning experience, and the participants will be organised into multidisciplinary groups to facilitate group interaction and cross-pollination.

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 therefore has 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 critical importance to the development of participants.

ADMISSION REQUIREMENTS

Access to a computer and the internet is a prerequisite.

Target group

Managers in staff and line positions with at least two years' experience. Individuals regarded by the organisation as managers with potential for advancement and who require further skills and knowledge to enhance their managerial effectiveness. These individuals should also have matriculation status and be able to join a syndicate group.

Language

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

ENROLMENT AND REGISTRATION

Programme details

The NWU Business School annually offers several programmes. The first programme of the year commences in February and continues until November of the same year. Other programmes follow as arranged and finish at the end of a 12-month cycle.

Fees

- Fees are determined annually and are available on request.
- At least half the amount is payable as per invoice at registration.
- The outstanding amount is payable over (6) six months starting the month after the first study school.

The NWU Business School reserves the right to amend the above procedures and information at any time. Discounted rates per candidate will be granted on request to organisations that enrol five or more candidates starting simultaneously on a specific programme. Information about discounted

rates is available on request.

Included in the programme fees are:

- The textbooks;
- Other study material;
- Refreshments during study schools; and
- A registration fee.

Once a candidate has registered for the programme, he/she is responsible for payment of the full amount even if he/she withdraws from the programme. Participants' admission to examinations will be refused should the fees not be paid on the specified dates. We look forward to your participation in our programme.

STUDY UNIT OUTCOMES

The MMP consists of several management-oriented modules.

Labour Relations

Participants will be able to:

- deal meaningfully with the complex and integrated nature of relationships among all role players in the work environment, in order to establish constructive relationships; and
- perform best practices to proactively manage sound people relationships that will enhance personal and company growth.

Management Accounting

On completion of this module, the participant will be able to:

- use accounting data to support him/her in managerial functions, such as planning operations, controlling activities and decision-making; and
- demonstrate an insight into the different accounting systems, cost behaviour and cost classifications in order to apply the information in different operating processes and management activities.

Management Leadership and Organisational Behaviour

The participant will be able to:

- apply selected managerial, analytical and diagnostic skills with regard to own behaviour and the behaviour of individuals, groups/ teams and the organisation; and
- create a motivating environment in organisations by means of enriched manager leadership skills.

Marketing Management

Participants will be able to:

- manage efficiently, in conjunction with other management functions, the organisation's internal resources in transferring available products and services into income;
- demonstrate insight into the role and function marketing plays in society and the strategic business plan of the enterprise;
- develop competitive market segmentation strategies; and

- compile an integrated marketing plan.

Operations Management

The participant will be able to:

- manage productive resources critical for strategic growth and competitiveness; and
- effectively manage the conversion of inputs into outputs within an organisation in order to create value/wealth for the customer and the organisation.

Financial Accounting

The participant will be able to:

- analyse and interpret financial statements as a basis for decision-making in all fields of management; and
- apply financial statements as the accurate and objective means of managerial reporting and communication of financial and related matters to all stakeholders.

Managerial Economics

The participant will be able to:

- integrate and manage all relevant macroeconomic forces in a business-sensible manner; and
- deal with and meaningfully integrate all the relevant dimensions conducive to domestic and global economic growth and competitiveness, in order to properly position a business and optimise gains in the total economic environment.



Short Learning Programme on Middle Management (MMP)

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 Middle Management Programme

- 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)	<input type="checkbox"/>	Cheque	<input type="checkbox"/> Transfer
Account details ABSA Bank Account No. 670 642 313 Branch Code 632005 Ref: NWUBS MMP 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:	<input type="checkbox"/>	Self	<input type="checkbox"/> 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 to 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>

