



UNIVERSITY OF  
KWAZULU-NATAL™  
INYUVESI  
YAKWAZULU-NATALI

EXTENDED  
LEARNING

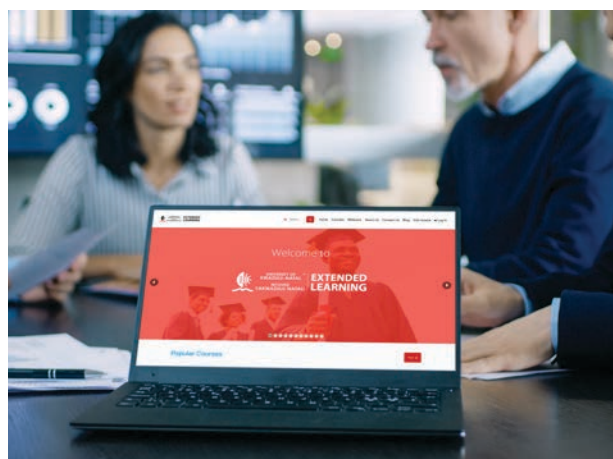


# MANAGEMENT DEVELOPMENT PROGRAMME 2022

# 01

## VISION

To be the leading provider of short courses and career development initiatives in Africa.





# MISSION



UKZN Extended Learning (UEL) is committed to enrichment through lifelong learning, by providing high quality credit and non-credit bearing programmes in collaboration with schools and colleges of the University of KwaZulu-Natal.



**An investment in knowledge pays  
the best interest.**

**Benjamin Franklin**



# MESSAGE FROM THE CEO

In this unprecedented time of global upheaval, uncertainty and change, the essence of Management and Leadership has never been more important for organisations, countries and regions, as we test and apply the theories and best practice learned over decades of experience.

The MDP is designed with the aim for delegates to have a life changing experience, both personally and professionally, through exposure to local and international thought leadership, practical and relevant content and methodologies, and to learn from academics and experts drawn from UKZN and a wide international field.

You will have a unique opportunity to hone your talents, develop critical competencies and acquire the knowledge required to make a real, measurable impact within your organisation.

The development of competent world-class managers is imperative for organisations to be successful. The programme takes place against a backdrop and in the context of the COVID-19 pandemic and the commensurate realities associated with the new world of work; with local and global transformation and rapidly changing markets for goods and services, disruptive and evolving new technologies, and increasingly challenging competitive business environments. Managers are the future leaders of South Africa, the region and the world. You require competencies and a depth of knowledge that cannot be achieved by repeating the practices and procedures at work alone. To compete successfully and to build sustainable organisations, managers need to be challenged and taken out of a comfort zone, but with the support needed to learn to become even more effective in your roles within the organisation.

The knowledge and skills you acquire on the MDP, will assist you to build your capacity to meet the increasingly competitive demands of business in the 21st Century.

The MDP is designed using blended learning methods, to 'bring the world' to the programme. It includes participation in a business simulation in real time to test your learning on the programme through practical, applied actions, which include working closely as a team to deliver results.

We ensure that your learning dovetails with your work commitments, through modules, which run on a monthly basis over a period of five months. Each module addresses key business disciplines with underlying themes which run across all aspects of the programme. One of these themes is the development of key competencies, through a Personal Development Plan, supported by a team of coaches who engage with you one-on-one to support your career plans.

To quote our slogan: 'Our world is changing – shouldn't you?'

We look forward to welcoming you to the programme.

**Mxolisi Miya**

CEO - UKZN Extended Learning

# Contents

---

**03**    **Message from the CEO**

---

**05**    **Introduction to the MDP**

---

**07**    **10 Great Reasons to  
choose UKZN**

---

**09**    **Programme Modules**

---

**11**    **Academic/Professional  
Teaching and Facilitation**

---

**13**    **Frequently Asked Questions**

---

**14**    **Customised Programmes**

---

**15**    **How to Apply**

---

**16**    **Other Courses in Management  
and Leadership**

---



# INTRODUCTION TO THE MANAGEMENT DEVELOPMENT PROGRAMME

The Management Development Programme (MDP) is uniquely designed to build your capacity to lead your organisation into the future. It will challenge your views about management, expand your horizons, and enhance your understanding of the relevance and role of managers in today's organisations. The MDP will provide you with the opportunity to refocus, to immerse yourself in the latest thinking about best practice in management, and provide you with personal and professional tools to strengthen your effectiveness as a manager and leader.

The programme provides a global context for enhancing awareness and organisation wide thinking, from the challenges of leading change and transformation, to working more effectively in uncertain environments, and harnessing technology to ensure that systems and procedures are optimised.

A key feature of the programme is the Personal Development Plan (PDP) which each delegate undertakes, and which runs the length of the programme. The PDP is underpinned by a team of executive and management coaches, who work one on one with delegates to develop competencies. This personal learning journey ensures that delegates have the opportunity to critically examine their personal leadership styles, supported by the creative development of a culture of performance and execution in the workplace.



## ➔ WHO SHOULD ATTEND

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

## ➔ LEARNING METHODOLOGY

Delegates attending the course are provided with a unique blended learning methodology which combines online access to subject content with real time engagement with facilitators, and the opportunity to add value through contact learning sessions, where feasible and appropriate.

The MDP is designed to optimise learning and development through the use of experiential and applied methodologies, based on empirical and theoretical tenets which underpin the value to be gained from the programme. The blended learning format ensures that delegates have access to a dedicated Learner Management System which provides online content and interactive learning facilitation between modules, 24/7, which enhances the learning and enriches the overall experience of the programme for the delegate.

## ➔ ASSESSMENT

The MDP is assessed in the form of individual and group assignments for each of the modules throughout the programme. In addition to this, a final practical project that builds on theory learned across multiple modules within the programme will need to be submitted. The aim of this project is to find solutions to a current business challenge or to explore potential business opportunities within the work environment.

## ➔ DURATION AND DATES

There are three intakes per year, one in February, one in July and one in October. The programme is 15 days and comprises of 5 block sessions that usually run from Wednesday through to Friday. A final day and graduation ceremony will take place on completion of the programme.

- 15 days online (modular: block session)
- interactive sessions with facilitators
- Full implementation plan to be communicated on registration
- Recorded sessions will be available only for registered delegates for a limited period
- Assessments are restricted and all social distancing measures are adhered to as per the DOH regulations

Please note that in addition to the management assignment and module assignments, delegates are expected to participate in all of the block sessions in order to successfully complete the MDP.



Moketenyana  
Mayongo  
General Manager:  
Corporate Services  
Umgeni Water



### Testimonial

The facilitators were highly qualified academics drawn from the different Schools and Colleges at UKZN who were always well prepared and professional. The feedback from the delegates has been extremely positive. The UEL Staff delivered an excellent level of service and support and the company has a reputation for its professionalism, courtesy and timely completion of its work. We are pleased to recommend UEL to any organisation that is serious about the learning and development needs of its employees.

# 01

“**UKZN Extended Learning**,” the continuing education business of UKZN, is a **growing provider of short courses** in KZN with more than 20 000 delegates attending courses since 2012.

# 02

**Centre for World University (CWUR)** 2021-2022 Global 2000 List ranked **UKZN 4th best University** in South Africa and Africa.



# 03

**Times Higher Education (THE)** has published its annual ranking of the top universities in emerging markets for 2022, listing **UKZN at #57**.



## 10 GREAT REASONS

# 04

**Times Higher Education** Young University Rankings for 2021 ranked **UKZN No.1 in South Africa** and 61st out of the 475 universities worldwide.

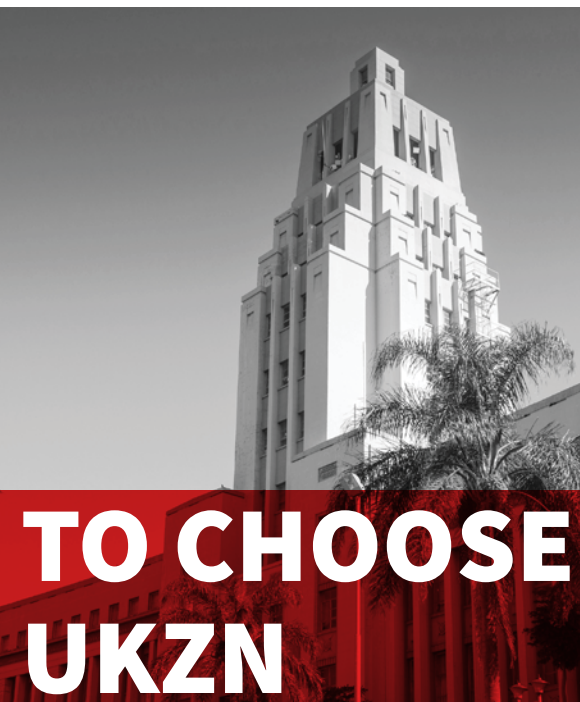
# 05

US News & World Report has published its 2022 Best Global Universities rankings and **UKZN has been ranked #371 Globally and #4 in South Africa**.



## 06

International partnerships with institutions in 46 countries provide an opportunity for **direct interface and global academic exchange** that enhances scholarship and the student experience.



**TO CHOOSE  
UKZN**

## 07

The **Centre for the AIDS Programme of Research in South Africa (CAPRISA)** based at UKZN is amongst the largest and most **successful research institutes** in Africa. **CAPRISA's Professor Salim Abdool Karim was appointed as the Chair of the SA Ministerial Advisory Committee on COVID-19, and to the World Health Organisation (WHO) Science Council.**

## 08

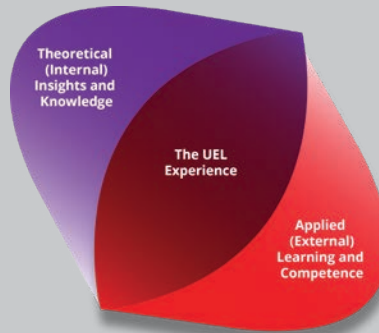
The following **high profile business executives** studied at UKZN: Sol Kerzner, the developer of Lost City and more; Stephen Saad, the CEO and founder of Aspen Pharmacare Holdings; Guy Brazier, the former regional leader of Deloitte, Alan Olivier, the CEO of Grindrod Group and Stella Khumalo, the CEO at uShaka Marine World.

## 09

UKZN has been home to many **successful sportsmen and sportswomen** over the years: Tommy Bedford, a former Springbok Rugby player; Shaun Pollock and Jonty Rhodes, South African Cricketers. Spud author, John van de Ruit, also graduated from UKZN.

## 10

UKZN offers an exceptionally wide range of exciting and innovative courses that will broaden perspectives, foster a capacity for independent critical thinking, and provide intellectual tools to develop your mind, while **enhancing your career opportunities** in the local and global marketplace.



# PROGRAMME MODULES

## STRATEGIC MARKETING MANAGEMENT

1

- ➔ Understand the key drivers of customer value, including distribution channels, pricing, product and service offerings and consumer behaviour. This module includes a real business simulation with a practical exposure to the complexity of starting and growing a business.

## MANAGEMENT AND LEADERSHIP

2

- ➔ The global and local context of management and leadership is examined, with the emphasis on experiential learning, using real world case studies and examples of best practice. The complexity (challenges) of managing within and across business units are also examined in depth.

## STRATEGIC HR MANAGEMENT

3

- ➔ The role of Human Resource Management in the organisation, and the importance of business partnering between HR and line management is examined, with a focus on the critical people processes involved in sourcing and recruiting talent, maintaining and encouraging engagement of employees in the business, and the learning and development pipeline for individuals within the organisation. The concept of employer brand value is also explored.

## MANAGEMENT STRATEGY

4

- ➔ Strategy and its formulation by the organisation need to be understood, in order to align the execution and operations of the business to achieving the vision, mission and goals of the organisation.

5

## OPERATIONS AND SUPPLY CHAIN MANAGEMENT

- The management of the supply and value chain of the organisation and all related operations is critically examined, with the customer at the centre of all strategy execution and decision making. Content includes: key performance related activities for a business, such as warehousing and distribution, procurement, logistics and risk management.

6

## FINANCIAL MANAGEMENT AND MANAGEMENT ACCOUNTING

- Effective and efficient finance and accounting systems and processes are critical foundations of any business, and impact the measurement and assessment of the performance and future sustainability of an organisation. Delegates learn key concepts and tools to enable them to make effective decisions based on factual information. The module includes: financial management, management and cost accounting, introduction to financial statements and ratio analysis, budgeting, legislation and corporate governance, the time value of money and Net Present Value (NPV).

7

## TECHNOLOGY AND BUSINESS

- The exponential increase in technology development over the past two decades has seen a transformation in business systems, processes and practices. The impact and potential of technology for organisations is examined, with a focus on best practice across a number of sectors and leading companies. Commensurate business risk with using new technology is reviewed, as is the blending of information and communication technologies and their application across different markets, and the use of social media to engage with customers. The disruptive nature of technology and the increasing threats due to cybersecurity breaches will also be examined.

8

## INNOVATION

- Learning to encourage and develop processes that lead to improved solutions to meet new requirements, unarticulated needs, or existing market needs, through more effective products, processes, services, technologies, or business models. Originality, diversity and creativity are explored as themes in an organisational context, linked to positive changes in efficiency, productivity, quality and competitiveness. The linkages between Innovation and Entrepreneurship are also studied, as a means by which the organisation can create and develop new value added resources or enrich existing resources with the potential to generate increased value.

9

## PERSONAL AND MANAGEMENT COACHING

- Personal coaching sessions take place within every block session. Personal mastery is the prerequisite to effective management, and this is underpinned by the one on one coaching, on the development of key competencies for effectiveness as a manager. In addition, delegates are provided with training to enable them to effectively coach colleagues (peers, subordinates, managers) in the organisation.



# ACADEMIC/PROFESSIONAL TEACHING AND FACILITATION

Full-time academic members of the University of KwaZulu-Natal (UKZN), one of the leading tertiary educational institutions in Africa, as well as leading professionals from a range of local and international organisations facilitate on the programme.

## KEY FACULTY AND SPEAKERS INCLUDE:

### Dr Mogie Subban



Dr Subban is an academic in the School of Management, IT and Governance at UKZN. She holds a B. Admin, Hons [with research distinction], M. Admin [Cum Laude] and D. Admin from the former UDW and UKZN respectively. Experience spans over 27 years both in the corporate and public sector. Prior to joining UKZN, Dr Subban served as HoD at former Technikon Natal, now DUT for several years. Dr Subban is widely published in her field, and has participated in numerous international, regional and local conferences. She serves on international and national journal boards, and regularly reviews for national and international journals. She has a track record for training emerging and senior managers at all 3 spheres of government in various areas of management development.

### Dr Riedwaan ‘Rudi’ Kimmie

Dr Kimmie (PhD) is the Chief Executive Officer at TSIBA Education NPC, an accredited non-profit higher education institution located in Cape Town. He holds a degree in Liberal Arts, Post-Graduate Degrees in Education and Personnel Management, and a PhD in Leadership. With over 30 years operational and executive experience in corporate (De Beers) and tertiary sectors (UKZN; TSIBA), Dr Kimmie established and participated in numerous innovative initiatives. As a trained facilitator, Dr Kimmie regularly conducts workshops on leadership and management, locally and internationally.



### Zinhle Mpungose



Ms Mpungose is a seasoned Organisational Effectiveness Specialist, Coach and “Thinking Partner”. She has a passion for making change happen; developing leaders; improving team and organisational effectiveness. As a Human Resource Executive, she has an established track record of translating organisational strategies into HR initiatives that improve performance, profitability and employee engagement. She is a genuine influencer who strives on tough challenges. As a Coach, Ms Mpungose empowers individuals, executives and organisations to fearlessly embrace transformation and realise previously untapped potential.

### **Dr Siphiwe Mqadi**

Dr Mqadi is a lecturer in Auditing at UKZN, School of Accounting, Economics and Finance, and an Adhoc lecturer in the School of Law's Postgraduate Diploma in Forensic Investigation and Criminal Justice. His research interests include Public Sector Clean Audits, Municipal Governance, Corporate Governance, Audit Committees, Auditing and Ethics. Dr Mqadi's academic qualifications include B.Com in Accounting (University of Zululand); MSc in International Accounting & Finance (University of Liverpool), and PhD in Accounting (University of KwaZulu Natal).



### **Professor Abdulla Kader**



Professor Kader is senior manager of Learning and Development, RBB (Retail and Business Banking) within Nedbank Integrated Channels KZN. His primary responsibility is to partner with business and ensure that staff are competent to perform at optimal levels. His corporate experience has exposed him to the complexity of managing the duality of revenue growth and cost efficiency, and ensuring that execution and measurements of success both to clients, staff, shareholders and the organisation are effective and measurable. Professor Kader is an adjunct lecturer at UKZN, where he teaches on advance topics and managing strategic change. He is also a research fellow at UJ, where he also serves on the Board of Engineering and the Built Up Environment. He also lectures Strategy, Entrepreneurship and Research at other Universities.

### **Professor David Beaty**

Professor Beaty is Director of Beaty and Associates, a global Leadership and Marketing firm. He specialises in productivity improvement strategies and institutionalising superior Marketing and Customer service experiences for private and public sector organisations. He holds a BA from Bryan College, an MA from Middle Tennessee State University, and a PhD from the University of Port Elizabeth. Professor Beaty has over 25 years of seasoned global consulting and training experience in public, private and professional firms situated in diverse industries in South Africa and globally.



### **Kishan Singh**



Mr. Singh is currently the Managing Director for Global Integrated Business Solutions and CEO of MetPac SA. He has a BSc (Chemistry/ Biochemistry) UKZN SA and MPhil Distinction (ISO9001 Business Process Re-engineering). Mr. Singh is a Certified Packaging Professional (IOPP, USA) and Lean Six Sigma Black Belt - Dr Mikel Harry School of Six Sigma – USA. He is the National Chairman for IPSA Packaging Education and the Global Ambassador for the World Packaging Organisation.

### **Dr Rejoice Ngongo**

Dr Ngongo is Associate senior trainer for Inspirational Developmental Group and senior coach and board member for Africa Board for Coaching, Consulting and Coaching Psychology (ABCCCP). She has worked as HR Manager at Allan Gray Orbis Foundation as well as Vice-Dean: Education: Durban-Umlazi Campus, University of Zululand. Her purpose is to enable individuals, teams or organisations to unlock their potential so they transform themselves and achieve desired positive results. Dr Ngongo has coached managers and facilitated in diverse organisations such as Standard Bank, Nelson Mandela Children's Fund and Hollard. Currently she is a director of Mindfield, a coaching and facilitation company.



### **Professor Maxwell Phiri**



Professor Phiri is a Professor in Business Management, specialising in Marketing and Supply Chain Management. He started his academic career as a Research Coordinator at the Graduate School of Business and later joined the School of Management at UKZN. Professor Phiri came to the academic world with over 18 years of industry work experience which has been an added advantage in his teaching career as he has demonstrated the ability to combine experience with theory to develop his lectures and supervise postgraduate students at honours, masters and PhD level.

# FREQUENTLY ASKED QUESTIONS

## What qualification will I gain on completion of the MDP?

Delegates will receive a certificate from the University of KwaZulu-Natal confirming their successful completion of the MDP, subject to achieving 50% or more for the prescribed assignment. This programme is presented at HEQSF/NQF level 7 on the National Qualifications Framework (NQF).

---



## What can I do with the certificate?

Many delegates who have completed the MDP are able to advance in their careers and gain new responsibilities. Those delegates who are already employed in these fields find that the programme enables them to reach higher levels within their organisations.



## Is the MDP an accredited Programme?

UKZN Extended Learning (UEL) is the continuing education business and a wholly-owned subsidiary company of the University of KwaZulu-Natal (UKZN). All public higher education institutions are accredited by the Department of Higher Education and Training (DHET) as providers of Education programmes.

---

## Can the MDP be customised for organisations?

Yes, UEL also provides customised and/or in-house programmes for clients, uniquely designed to meet specific development needs across public and private sectors.

## How will I be assessed?

The MDP is assessed in the form of individual and group assignments for each of the modules throughout the programme. In addition to this, a final practical project that builds on theory learned across multiple modules within the programme will need to be submitted.

---

## When is the MDP offered?

There are three intakes per year, one in February, one in July and one in October.



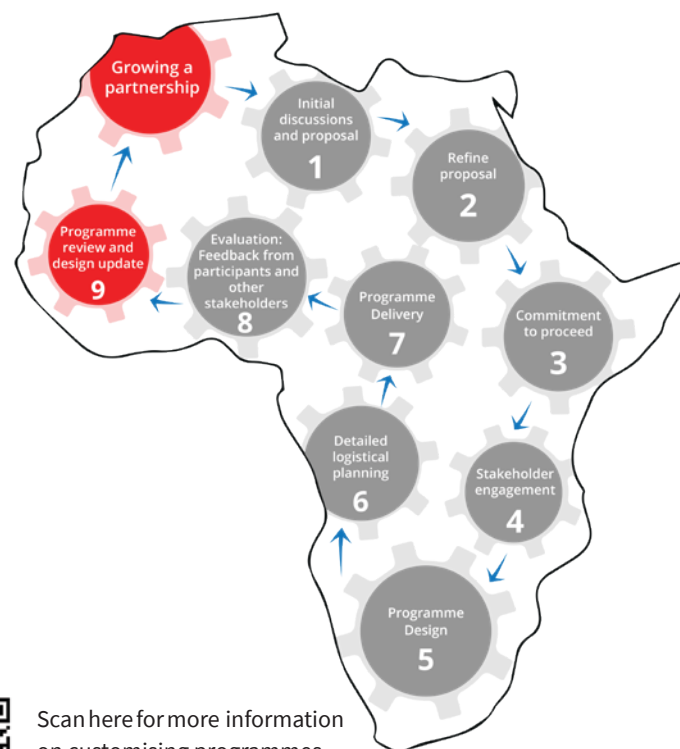
# CUSTOMISED PROGRAMMES

UEL provides customised and/or in-house programmes for clients, uniquely designed to meet specific development needs across public and private sectors, including Management and Leadership development programmes, and niche offerings in areas such as Occupational Therapy, Monitoring and Evaluation, Renewable Resources (Water and Energy) and Work Readiness (new entrants to the workplace).

UEL will continue to introduce relevant and innovative programmes to address your needs. Should you wish to meet and discuss your training and development needs, or wish to have a programme specially designed for your organisation, please contact us on +27 31 260 1234 or email any of our colleagues:

Manesh Naidoo (Naidoom4@ukzn.ac.za)  
Enquiries (enquiries.uel@ukzn.ac.za)

## The Customisation Process



Scan here for more information on customising programmes.

## Partner Organisations Include



# HOW TO APPLY

## APPLYING FOR THE PROGRAMME

- To apply online or download the application form visit our website: [www.ukznextendedlearning.com](http://www.ukznextendedlearning.com)

Please submit your completed application form:

- **Email:** MalingaT1@ukzn.ac.za

- **Deliver:**

Att: Thobeka Malinga  
University of KwaZulu-Natal  
Howard College Campus  
Innovation Centre, Room 212  
Gate 9, Rick Turner Road, Durban, 4001

- For any other queries please contact us on **+27 31 260 1234**





### Testimonial

Maake Monare,  
Regional Manager: Customer Care  
Service Centre KZN, Multichoice



Being part of the UKZN Extended Learning programme was an amazing journey and experience for me and my team. Firstly, I enjoyed the engagement with your marketing team; the time you took to come out and visit my office; the presentation of the course; the level of preparedness and professionalism. Secondly, I appreciated the vast offering of the programme, and the flexibility and ability to tailor the programme down to the customer requirement without losing the depth or quality of the offering. Thirdly, the joined programme attendance made up of students from various companies with different values and backgrounds, made for different thinking and robust discussions and fundamental learning.

Last but not least; Hats off to the entire admin team and its executive; including the UKZN facility itself. There is something about being in an academic environment that just elevates the mood and desire for learning. It is just contagious and I would encourage more of this going forward. The icing on the cake was the graduation ceremony. The gala event and the list of speakers as well as the cuisine. Enough said. I would certainly recommend the MDP programme to any emerging or well established institution that takes development of its Human capital seriously.



- **Entrance requirements**
- Matric Exemption (or equivalent)
  - Minimum of 3 years work experience

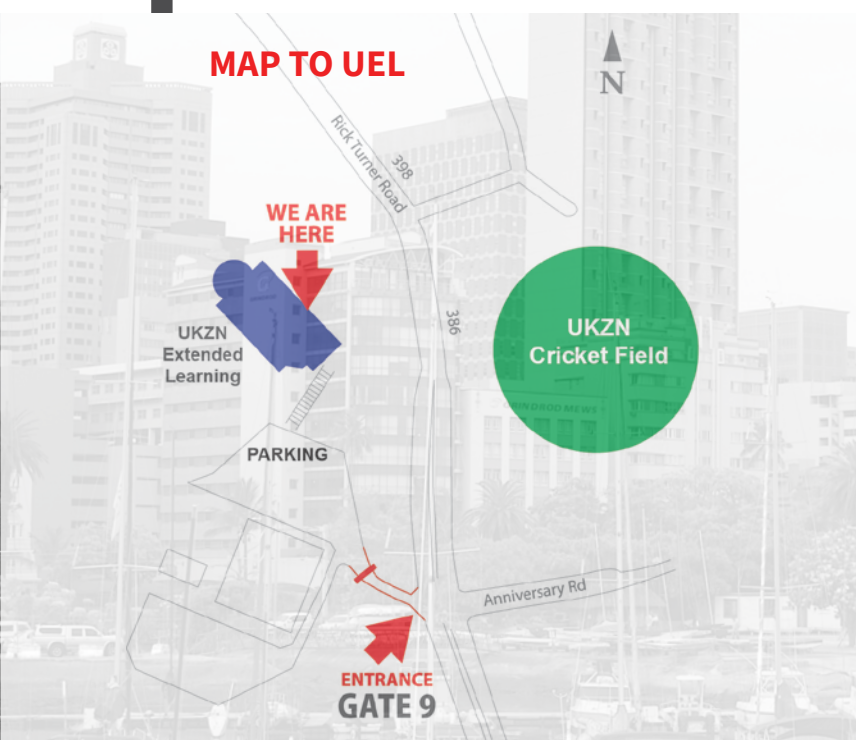
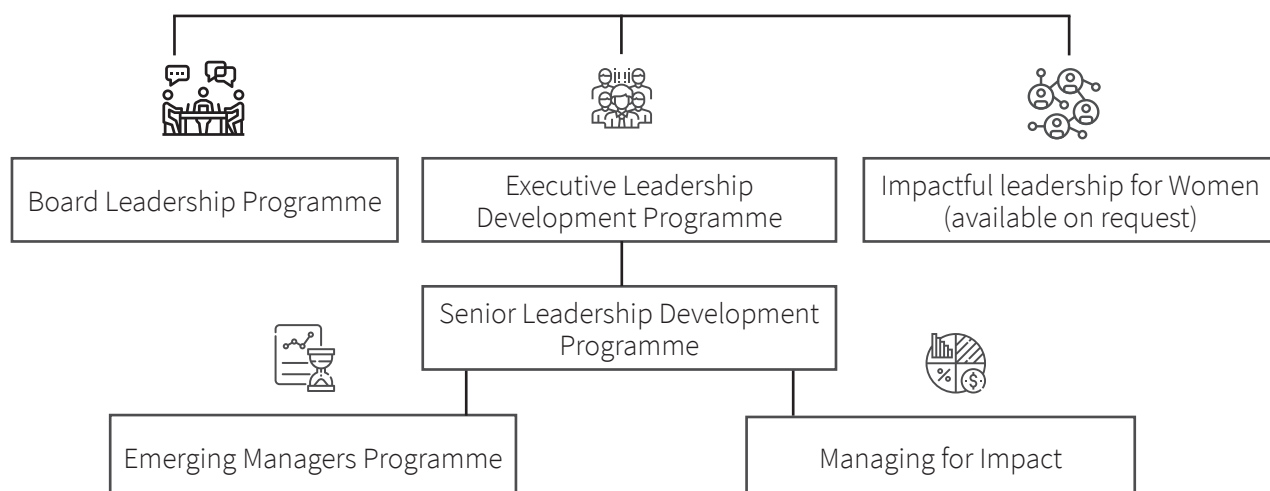
- **Programme Fee**

The programme fee of R46 400 (incl. VAT) covers online tuition, instruction material and data allocation.

Post-COVID, consideration will be given to face-to-face classes with strict health and safety protocols.



# OTHER COURSES IN MANAGEMENT AND LEADERSHIP



Pay with Zapper  
Scan this bar code to pay:



For more information, or to register visit:  
[www.ukznextendedlearning.com](http://www.ukznextendedlearning.com)





## DURBAN

University of KwaZulu-Natal  
Howard College Campus  
Innovation Centre, Room 212  
Gate 9, Rick Turner Road  
Durban, 4001

Tel: +27 31 260 1234

## PIETERMARITZBURG

University of KwaZulu-Natal  
Pietermaritzburg Campus  
Golf Road, Scottsville  
Pietermaritzburg, 3209

Tel: +27 33 260 5712

# MDP

[enquiries.uel@ukzn.ac.za](mailto:enquiries.uel@ukzn.ac.za)  
[www.ukznextendedlearning.com](http://www.ukznextendedlearning.com)



UNIVERSITY OF  
KWAZULU-NATAL  
INYUVESI  
YAKWAZULU-NATALI

**EXTENDED  
LEARNING**