

BASIC BUSINESS PRINCIPLES (BBP)

Equivalent to NQF Level 4

Target Audience: Shop floor employees, business owners and entry level personnel who require an understanding of business principles.

Programme Outcomes:

- ▶ Define the concept and purpose of business in an economy
- ▶ Describe the various types of business entities
- ▶ Identify the role of stakeholders in the context of business
- ▶ Understand vision, mission and value statements
- ▶ Calculate variable and fixed costs, selling price and determine profit
- ▶ Understand basic financial reports
- ▶ Understand the dynamics of internal and external relations existing in business
- ▶ Engage with stakeholders in analysing problems and developing solutions
- ▶ Market and sell a product in a simulated business environment
- ▶ Identify aspects of production and service within a company that lead to business excellence
- ▶ Understand the relationship between best working practices, quality and the impact of these on profitability
- ▶ Solve work-related problems

Module Structure:

- ▶ Organisation and Self
- ▶ Organisation and Operations
- ▶ Organisation and Customers

Delivery Includes Interactive Business Simulations

Admission Requirements: NQF Level 4 Qualification

Duration: This programme can be offered over a period of 1 or 2 days

BUSINESS COMMUNICATION

Equivalent to NQF Level 4

Target Audience: Persons who wish to be equipped with the necessary skills to communicate competently and professionally, via the verbal, non-verbal and written media, in order to enhance the professional image and effectiveness of their organisation.

Programme Outcomes:

- ▶ An ability to demonstrate competent, professional verbal and written communication skills
- ▶ Skills to build and maintain effective workplace relationships including conflict handling, assertiveness, negotiation and influencing skills
- ▶ Communication strategies to improve the effectiveness of the business area

Module Structure:

- ▶ Theory of Organisational Communication (including meetings) 8 hours
- ▶ Effective Interpersonal Communication 8 hours
- ▶ Written Business Communication 1 24 hours
- ▶ Presentations Skills 16 hours
- ▶ Group Communication 8 hours
- ▶ Assertiveness and Influencing Skills 8 hours
- ▶ Conflict Resolution and Negotiation Skills 8 hours
- ▶ Portfolio Development 12 hours

Admission Requirements: NQF Level 4 qualification with an acceptable level of literacy in English and at least two years' work experience.

Duration: 92 Contact hours (11.5 days) over 12 months

NEW: CAPITAL MANAGEMENT FOR SMALL BUSINESSES

Equivalent to NQF Level 4

Target Audience: Small business owners who want to enhance their financial and business planning or individuals who wish to start a new business with a strong business and financial foundation.

Programme Outcomes:

- ▶ Design and present a formulated business plan complete with operational goals and objectives

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- ▶ Apply an accounting system and implement cash flow management in the running of a new venture
- ▶ Analyse balance sheets, income and expenditure statements, and make financial decisions based on these financial statements
- ▶ Demonstrate the ability to analyse and understand the relationship between costs, revenue and profits

Module Structure:

- ▶ Financial Management for a New Venture 16 hours
- ▶ Business Plan Development 24 hours
- ▶ Principles of Costing and Pricing 16 hours

Admission Requirements: NQF level 4 qualification and should have or plan to start a new business.

Duration: 56 Contact hours (7 days)

NEW: ENHANCED TEAM MANAGEMENT

Equivalent to NQF Level 5

Target Audience: Team leaders and supervisors who want to improve their own and their teams performance.

Programme Outcomes:

- ▶ Interpret financial statements, prepare financial forecasts and draft budgets
- ▶ Demonstrate the impact of group dynamics and explain the process of building teams
- ▶ Evaluate the effectiveness of a team and propose ways to improve team effectiveness
- ▶ Apply different qualities of leadership in a work context
- ▶ Analyse problems, generate possible solutions and implement problem solving techniques within teams

Module Structure:

- ▶ Financial Principles 8 hours
- ▶ Leadership and Teambuilding Skills 24 hours
- ▶ Management Skills for 21st Century Leaders 24 hours
- ▶ Creative Problem Solving and Decision Making 8 hours

Admission Requirements: NQF level 4 qualification and candidates should have teams reporting to them.

Duration: 64 Contact hours (8 days)

NEW: GRADUATES IN TRAINING (GIT)

Equivalent to NQF Level 5

Target Audience: Graduates in training within any organisation

Core Modules:

- ▶ Applied Emotional Intelligence (EQ) for Self-Management 16 hours
- ▶ Creative Problem Solving and Decision Making 8 hours
- ▶ Effective Presentation Skills 16 hours
- ▶ Leadership and Teambuilding Skills 24 hours

Elective Modules:

Organisations can select from these modules depending on their needs:

- ▶ Management Skills for 21st Century Leaders 24 hours
- ▶ Business Writing Skills 8 hours
- ▶ Basic Financial Principles 8 hours
- ▶ Financial Principles (Intermediate) 24 hours
- ▶ Basic Principles of Operations Management 8 hours
- ▶ Diversity and Personal Effectiveness 8 hours
- ▶ Quality as Business Excellence 16 hours
- ▶ Basic Project Management Tools and Techniques 8 hours
- ▶ Safety, Health and Environmental Risk Control 12 hours
- ▶ Productivity, Continuous Improvement and Introduction to Work study 16 hours
- ▶ Time Management 8 hours

Admission Requirements: An undergraduate qualification

Duration: 64 contact hours (8 days) for the core modules only. Duration will vary on the electives chosen.

Please note: Contact hours indicated exclude orientation sessions where applicable.

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NEW: INSIGHT INTO EFFECTIVE TEAMS AND LEADERS

Equivalent to NQF Level 5

Target Audience: Newly promoted or current team leaders and supervisors wishing to improve their people skills.

Programme Outcomes:

- ▶ Analyse, demonstrate and evaluate the impact of emotional intelligence in interpersonal and intrapersonal relationships in life and work situations
- ▶ Understand and implement different managerial roles to maximise the productivity of the team
- ▶ Develop outstanding leadership qualities and practices to build high performance teams
- ▶ Analyse problems, generate possible solutions and implement problem solving techniques

Module Structure:

▶ Applied Emotional Intelligence (EQ) for Self-Management	16 hours
▶ Management Skills for 21 st Century Leaders	24 hours
▶ Leadership and Teambuilding Skills	24 hours
▶ Creative Problem Solving and Decision Making	8 hours

Admission Requirements: NQF level 4 qualification with teams reporting to them

Duration: 72 Contact hours (9 days)

INTERPERSONAL SKILLS

Equivalent to NQF Level 4

Target Audience: Persons who wish to improve their people and people management skills in order to be more effective in the workplace.

Programme Outcomes:

- ▶ Demonstrate increased levels of confidence
- ▶ Discover paths to achieve full potential
- ▶ Develop better listening and communicating skills
- ▶ Changed interaction with people and transformation in own productivity and job satisfaction
- ▶ Handle diversity and change in the workplace more effectively

Module Structure:

▶ Applied Emotional Intelligence (EQ) for Self-Management	16 hours
▶ Assertiveness and Influencing Skills	16 hours
▶ Principles of Effective Teams and Meetings	16 hours
▶ Conflict Resolution Skills and Strategies	16 hours
▶ Motivating People	8 hours
▶ Diversity and Personal Effectiveness	8 hours

Admission Requirements: NQF Level 4 qualification with an acceptable level of literacy in English and at least two years' work experience.

Duration: 80 Contact hours (10 days) over 4 months

NEW: LABOUR LEADERSHIP

Equivalent to NQF Level 5

Target Audience: Union representatives within any organisation

Programme Outcomes:

- ▶ Demonstrate fairness in disciplinary cases and understand rights and responsibilities of employer and employees
- ▶ Understand the interaction between government and trade unions, negotiate basic agreements and effectively deal with workplace issues
- ▶ Analyse, demonstrate and evaluate the impact of emotional intelligence in interpersonal and intrapersonal relationships in life and work situations
- ▶ Implement best leadership practices in 21st century organisations by understanding the impact of group dynamics
- ▶ Apply different language structures and features to suit communicative purpose and demonstrate the ability to effectively write on a range of topics as well as edit writing
- ▶ Apply appropriate techniques to deal with conflict

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Module Structure:

▶ Role of the Shop Steward	8 hours
▶ Handling Workplace Labour Relations	24 hours
▶ Conflict Resolution Skills and Strategies	16 hours
▶ Applied Emotional Intelligence (EQ) for Self-Management	16 hours
▶ Leadership and Teambuilding Skills	24 hours
▶ Effective Writing Skills	16 hours

Admission Requirements: NQF level 4 qualification with at least 2 years' work experience as trade union representative.

Duration: 104 Contact hours (13 days)

LABOUR RELATIONS, LABOUR LAW AND HUMAN RESOURCES (LRLHR)

Equivalent to NQF Level 6

Target Audience: HR practitioners, non-HR managers and trade union representatives who need to gain an extensive and up-to-date understanding of HR, Labour Relations and Labour Law issues.

Programme Outcomes:

- ▶ A firm grasp of the current principles of Labour Relations, Labour Law and Human Resources Management
- ▶ An understanding of the legislation and legal best practice involved in labour issues
- ▶ The ability to effectively use all procedures within Labour Relations strategies for attraction, retention and performance management
- ▶ An understanding of policies, procedures and codes in the Human Resources environment
- ▶ Knowledge to drive goals and benchmarks for Skills Development

Module Structure:

▶ Introduction to South Africa's Labour Laws	24 hours
▶ Guidelines to Best Practice in Labour Relations	24 hours
▶ Best Human Resource Management Practices	24 hours

Admission Requirements: NQF level 4 qualification or five years' work experience

Duration: 72 Contact hours (9 days) over 3 - 6 months

NEW: LEADING IN DIVERSITY

Equivalent to NQF Level 5

Target Audience: Supervisors and line managers who manage diverse teams or groups.

Programme Outcomes:

- ▶ Demonstrate the understanding of diversity in the workplace and the ability to deal with conflict in a diverse unit
- ▶ Apply appropriate techniques to deal with conflict
- ▶ Analyse, demonstrate and evaluate the impact of emotional intelligence in interpersonal and intrapersonal relationships in life and work situations
- ▶ Understand and implement different managerial roles to maximise the productivity of a team

Module Structure:

▶ Diversity and Personal Effectiveness	8 hours
▶ Conflict Resolution Skills and Strategies	16 hours
▶ Applied Emotional Intelligence for Self-Management	16 hours
▶ Management Skills for 21 st Century Leaders	24 hours

Admission Requirements: NQF level 4 qualification with at least 2 years' work experience.

Duration: 64 Contact hours (8 days)

LEAN SPECIALIST

Equivalent to NQF Level 6

Target Audience: Operations managers, Lean implementers, Process improvement teams, Industrial engineers.

Programme Outcomes:

- ▶ Apply Lean tools to reduce waste and improve quality, cost and delivery in operations

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In-House Delivery

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- ▶ Guide the organisation towards the responsible and sustainable implementation of the Lean philosophy in operations
- ▶ Assess the current operations to determine which Lean tools will lead to improvements
- ▶ Apply appropriate problem-solving tools
- ▶ Train shop-floor workers in the use of the Lean tools

Module Structure:

- ▶ Introduction to Lean Principles
- ▶ Layout, Cell Design Changeover Reduction
- ▶ 5S and TPM
- ▶ Quality, Problem Solving, Continuous Improvement
- ▶ Scheduling
- ▶ Lean Supply and Teamwork
- ▶ Lean Design, Lean Measures and Lean Accounting
- ▶ Value Stream Mapping
- ▶ Implementation, Policy Development and Culture
- ▶ In-House Assessment

Admission Requirements: NQF Level 4 qualification and at least three years manufacturing experience.

Duration: 40 Contact hours (5 days) over 3 months

NEW: NEW VENTURE CREATION

Equivalent to NQF Level 4

Target Audience: Any individual who wishes to start their own business and members of cooperatives.

Programme Outcomes:

- ▶ Design and present a formulated business plan complete with operational goals and objectives
- ▶ Demonstrate the ability to analyse and understand the relationship between costs, revenue and profits
- ▶ Demonstrate the characteristics of a successful entrepreneur
- ▶ Analyse and evaluate the risk and potential of new ventures
- ▶ Develop and apply specific techniques for developing ideas for new ventures
- ▶ Demonstrate knowledge of the tender process and use tenders to secure business
- ▶ Demonstrate an understanding of perfect and imperfect competitive markets and factors that influence the economic activity
- ▶ Implement knowledge of accounting systems and financial statements when managing finances in a new venture
- ▶ Apply different language structures and features to suit communicative purpose and demonstrate the ability to effectively write on a range of topics as well as edit writing
- ▶ Understand the importance of enhancing performance levels and motivating in a leadership context

Module Structure:

▶ Business Plan Development	24 hours
▶ Principles of Costing and Pricing	16 hours
▶ Introduction to Entrepreneurship	24 hours
▶ The Viability of Business Ideas and Opportunities	16 hours
▶ The Importance of Innovation in Business	16 hours
▶ Tender to Secure Business	16 hours
▶ The Function of the Market Mechanisms	24 hours
▶ Financial Management for a New Venture	16 hours
▶ Effective Writing Skills	16 hours
▶ Motivating Self and Others in a Leadership Context	8 hours

Admission Requirements: NQF level 4 and should have or plan to start a new business.

Duration: 168 Contact hours (21 days) over 4 - 6 months

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NEW: LEADERSHIP THROUGH BEST OPERATIONAL PRACTICES

Equivalent to NQF Level 5

Target Audience: Persons in the operations environment who wish to improve their leadership skills.

Programme Outcomes:

- ▶ Implement problem solving techniques as well as analyse problems and generate possible solutions
- ▶ Demonstrate an understanding of the business process approach model and describe the integration of business processes with regards to quality management systems
- ▶ Understand the history of quality and quality standards and describe the importance of the international standards in quality
- ▶ Develop productivity improvement strategies as well as implementation of strategies that will improve productivity in priority areas
- ▶ Determine, plan and control projects
- ▶ Implement various tools to manage a team more effectively and improve daily operations

Module Structure:

▶ Creative Problem Solving and Decision Making	8 hours
▶ Quality as Business Excellence	16 hours
▶ Basic Principles of Operations Management	8 hours
▶ Productivity, Continuous Improvement and Introduction to Work study	16 hours
▶ Safety, Health and Environmental Risk Control	12 hours
▶ Basic Project Management Tools and Techniques	8 hours
▶ Management Skills for 21 st Century Leaders	24 hours

Admission Requirements: NQF level 4 qualification with an acceptable level of English literacy and at least 2 years' work experience.

Duration: 92 Contact hours (11.5 days)

PROJECT MANAGEMENT SPECIALIST PROGRAMME

Equivalent to NQF Level 6

Target Audience: Project managers, project assistants and project team members who are responsible for or involved in the planning and implementation of projects. Students must be able to provide proof that they have attended a 5-day Project Management Short Learning Programme before enrolling for this programme.

Programme Outcomes:

- ▶ Apply the basic principles of project management in the design and control of projects
- ▶ Understand the practice of procurement and contracting as relevant in the project environment
- ▶ Utilise MS Projects in the planning and control of projects
- ▶ Display an understanding of appropriate leadership practices in the project environment

Module Structure:

▶ Introduction to Project Management - A Guide to Essential Concepts and Terminology	16 hours
▶ Project Planning (Input - Process - Outputs)	30 hours
▶ MS Projects	16 hours
▶ Leadership in a Project Environment	16 hours
▶ Contract Management	16 hours
▶ Portfolio Development	6 hours

Admission Requirements: Project experience and compliance on NMMU Business School's 5-day Project Management (incl. MS Projects) short learning programme or alternative project management training on NQF level 5.

Duration: 96 Contact hours (12.5 days) over 4 months

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NEW: SUPERVISORY DEVELOPMENT PROGRAMME (SDP)

Equivalent to NQF Level 5

Target Audience: Team leaders and supervisors who want to strengthen their leadership abilities and techniques.

Programme Outcomes:

- ▶ Explain the importance of enhancing performance levels as well as applying techniques to motivate others in a leadership context
- ▶ Understand and implement different managerial roles to maximise productivity through decision making practises and motivating people
- ▶ Implement best leadership practises in 21st century organisations by understanding the impact of group dynamics
- ▶ Apply appropriate techniques to solve problems and deal with conflict
- ▶ Apply effective communication techniques
- ▶ Analyse budgets, income statements and balance sheets, and use financial statements to make decisions for a unit
- ▶ Understand the history and importance and quality and international quality standards, and interpret quality management standards

Module Structure:

- ▶ Motivating People 8 hours
- ▶ Management Skills for 21st Century Leaders 24 hours
- ▶ Leadership and Teambuilding Skills 24 hours
- ▶ Conflict Resolution Skills and Strategies 16 hours
- ▶ Interpersonal Skills 24 hours
- ▶ Effective Presentation Skills 16 hours
- ▶ Basic Financial Principles 8 hours
- ▶ Creative Problem Solving and Decision Making 8 hours
- ▶ Quality as Business Excellence 16 hours

Admission Requirements: NQF level 4 qualification with at least 2 years' work experience and a team to supervise.

Duration: 144 Contact hours (18 days) over 3 - 5 months

TRANSFORMATIONAL LEADERSHIP PROGRAMME BASED ON AFRICAN PRINCIPLES FOR THE PUBLIC SECTOR

Equivalent to NQF Level 5

Target Audience: First-Line managers in the public sector

Programme Outcomes:

- ▶ Demonstrate an understanding of the importance of strategic planning, performance management, quality management and customer satisfaction within the context of local government
- ▶ Understand the relevance and practical application of *Umphakati* in local government
- ▶ Demonstrate an understanding of the importance and requirements of applying dialogue principles as communication tools, managing conflict, responding to change and cooperative governance
- ▶ Understand the relevance of *Seriti* in local government leadership
- ▶ Analyse your own work practices in terms of, and understand the importance of time management, dealing with diversity and difficult situations, and effective meetings and *Imbizos* in local government
- ▶ Explore the concepts and relevance of ethical and legacy leadership and understand the competitive advantage associated with African leadership
- ▶ Understand the relevance and practical application of *Ubuntu* in local government leadership

Module Structure:

- ▶ The Creation of Effective Leadership 32 hours
- ▶ Effectiveness in Managing Performance 32 hours
- ▶ Leadership and Relationship Management 32 hours
- ▶ Leading the Organisation of Work (Management) 40 hours
- ▶ Leadership in Local Government 40 hours

Admission Requirements: NQF level 4 qualification with an acceptable level of English literacy and at least 2 years' work experience.

Duration: 176 contact hours (22 days) over 4 - 6 months

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NEW: WARD COUNCILLOR ASSISTANT PROGRAMME

Equivalent to NQF Level 5

Target Audience: This programme is aimed at the Assistants to Ward Councillors

Programme Outcomes:

- ▶ Understand the importance of communication both verbally and written, in the office environment to both internal and external stakeholders
- ▶ Demonstrate an understanding of how the development and implementation of general office procedures and information management programmes could solve problems relating to the handling of information as well as improve effectiveness of an organisation
- ▶ Demonstrate the ability to prepare, plan and record meetings
- ▶ Demonstrate an understanding of customer service concepts, roles and principles within the municipality context

Module Structure:

- ▶ Excellence in Service 8 hours
- ▶ Effective Writing Skills 16 hours
- ▶ Professional Personal Assistant (PPA) 16 hours
- ▶ Prepare, Conduct and Record Meetings 8 hours
- ▶ Business Writing Skills 8 hours

Admission Requirements: NQF level 4 Qualification

Duration: 56 Contact hours (7 days) over 1 - 3 months

INTERACTIVE DEVELOPMENT PROGRAMME WITHIN A COACHING FRAMEWORK

Equivalent to NQF Level 4

Target Audience: Team leaders and supervisors who would like manage themselves and their team members to greater levels of competence and confidence, thus enhancing the long-term performance.

Programme Outcomes:

- ▶ Describe and explain the basic principles of emotional intelligence and active listening and their importance to the workplace
- ▶ Explain the importance of knowing and understanding your customer inclusive of how these factors assist in meeting a customer's needs
- ▶ Distinguish how the use of time management techniques allows for the effective and punctual achievement of results within a pressurised work environment
- ▶ Develop financial insight
- ▶ Develop team commitment to quality and implement continuous improvement in own work area
- ▶ Manage team's outputs through developing work schedules and implementation plans
- ▶ Generate viable solutions through the collection and organisation of all the information available
- ▶ Report to senior management in a structured and professional way
- ▶ Develop analytical and thinking skills

Approach:

A blended learning approach is followed whereby students have the opportunity to unpack real-life challenges and develop relative action plans through the support of external coaches and in-house mentors.

Admission Requirements: NQF level 4 in Communication, Mathematical and Computer Literacy with an acceptable level of English literacy. Candidates should have teams reporting to them.

Duration: 92 Contact hours (11.5 days) over 12 months

PROGRAMME GUIDELINES, FEES AND REGISTRATION

ADMISSION GUIDELINES

For most programmes a Grade 12 certificate is required for registration. Students also have to comply with the SAQA unit standards' entry requirements, e.g. NQF level 4 for a level 5 programme. RPL can be a consideration. Please contact the Programme Coordinators for the work experience requirements.

POLICIES AND PROCEDURES

For a full overview of policies and procedures visit www.leadersfortomorrow.co.za

NATIONAL PROGRAMME DELIVERY

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