

ADVANCED MANAGEMENT STRATEGY

SHORT LEARNING PROGRAMME



+ *Shaping Executive Minds in Africa*

 **NWU**
BUSINESS SCHOOL



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 five (5) 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.

COURSE CONTENT

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
Applied Strategy Session 1	Applied Strategy Session 2

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.



APPLICATION IS MADE ONLINE.

To apply, scan the QR code or navigate to <https://rb.gy/y9d94>



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