

LEADERSHIP DEVELOPMENT CENTRE



WBS Wits
Business
School
Sculpting global leaders

A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be.

Wits Business School, University of
the Witwatersrand, 2 St. David's Place,
Parktown, Johannesburg, South Africa,
Call Centre: 0861 000 (WBS) 927
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The Leadership Development Centre at Wits Business School

The Leadership Development Centre is based at Wits Business School in Parktown, Gauteng. It evolved out of the Management Development Unit (MDU) which was established in 1995. The prime focus of the Leadership Development is the customisation of our programmes to suit your in-house individual company needs. Furthermore, we focus on the development of leadership within individuals and organisations. There is a strong emphasis on the component of Personal Leadership.

This brochure contains our most popular programmes:

- Certificate Programme in Leadership Development (CPLD)
- Certificate Programme in Management Development (CPMD)
- New Managers' Programme (NMP)
- Personal Effectiveness through Emotional Intelligence (PETEI)
- Business Executive Coaching Certificate (BECC)
- Talent Management Workshop

TAILOR MADE/CUSTOMIZED MANAGEMENT AND LEADERSHIP PROGRAMMES

- Focusing on company specific objectives and key corporate issues
- Developing desired, relevant and specific competencies

ORGANIZATIONAL LEARNING

- Facilitating the application of concepts and tools to the specific organizational context and in support of company strategy
- Developing a common understanding of the best leadership practices from managers of different areas
- Enabling the participants to make a measurable difference in their jobs as effective managers of resources and people

- Utilizing an action learning approach which facilitates the transfer of theory to practice

PERSONAL LEADERSHIP INSIGHT

- Facilitating insight through a dynamic set of assessment tools
- Supporting leadership reflection through a structured coaching process
- Enhancing leadership competencies through "Leadership Quest: a Written Development Journey of Leadership"

The Leadership Development Centre at Wits Business School specializes in the design and delivery of customized, in-company programmes. Our philosophy is one of partnering with client organization in order to develop leadership and learning capacity. Our programmes are driven by business concepts that draw on local and international best practice.

Please contact our team should you have any further queries.

The Leadership Development Centre Team.

One never notices what has been done; one can only see what remains to be done. Marie Curie



Wits Business School Campus

Wits Business School (WBS) was founded in 1968 and has grown rapidly since then. There are currently over 700 students registered on academic programmes and over 1 500 executives on various short courses. Within the School there are a number of associate centres. These include the Leadership Development Centre (LDC) the South African Management Project and the Case Writing Centre.

LECTURING FACILITIES

WBS lecturing takes place in four buildings within the Parktown Campus. The Albert Wessels Building, completed in 1999, has almost doubled the capacity of WBS by providing three 60-seat classrooms, a computer laboratory and additional syndicate rooms for group discussions. Other lecturing facilities include the 230-seat Donald Gordon auditorium and the 98-seat Investec auditorium. The Bert Wessels lecture theatre, a 70-seater 'holographic' video conferencing room, links us to other business schools across the world. All our classrooms have state of the art audio-visual equipment and are based on the Harvard Business School model of a horseshoe shape to stimulate interaction between students and lecturers. All our buildings are maintained to a high standard and are monitored by Close Circuit Television (CCTV).

LIBRARY

All our registered students and alumni have access to all the Wits libraries with over one million volumes and 400 000 periodical volumes. The Wits Library of Management, which is in the Parktown Campus, contains more than 15 000 volumes, subscribes to over two hundred physical and several online database

journals, and includes a formidable collection of South African research accumulated over a 30 year period.

COMPUTER FACILITIES

The computer facilities in our computer lab rank amongst the best in the country for academic institutions. The School operates on a Novell LAN which is attached to the university's fibre optic backbone for access to the internet. The school uses the MS Office suite of software in the MS Windows environment, together with several specialist packages and online dataobases. In terms of computer literacy, we expect our students to be able to use at least a spreadsheet and a word processing package.

Professional and International linkages and Associations

Wits Business School (WBS) is a member of the Partnership in International Management (PIM) which defines itself as "an international consortium of higher education institutions; outstanding in their field and delivering a graduate-equivalent degree in management". The PIM network has more than 50 leading international business schools – such as Duke University, Cornell, UCLA, University of Chicago, Indiana, North Carolina, HEC and Warwick.

WBS is the only business school in Africa to have been admitted to PIM. The deciding factor in admitting a business school to PIM is whether it has the same quality and reputation as the international partner universities and is able to attract foreign students to study.

We are also members of:

- Global School Alliance for Executive Coaching (GSAEC)
- Association for Counseling and Therapy On-line (ACTO)
- South African Organisational Development Network (SAODN)



Certificate Programme in Leadership Development (CPLD)

WHO SHOULD ATTEND?

Senior leaders and executives who have been identified by their organisation as potential leaders of business units. A selection process is agreed with the organisation to ensure that participants are at an appropriate level to benefit from the course.

OBJECTIVES

The CPLD is a part-time course designed to assist leaders whose experience and prime activities have been in a functional area. The objectives are to give managers a broad exposure to the fundamental nature and process of management and human behaviour within organisations and to facilitate the transition from management to leadership.

SPECIFIC OBJECTIVES

- To broaden the perspective of participants whose previous experience has been mainly in a specialist area
- To provide managers with knowledge, skills and techniques that will lead to more professional management
- To develop the ability to make sound and informed decisions
- To increase effectiveness in working with people with different cultures and values
- To increase awareness of the economic, political and social factors which affect business management in South Africa

PROGRAMME LEVEL

Presented at the equivalent of NQF 8, university programmes fall under the Council for Higher Education. This programme is recorded as WBS 011/CPLD.

SELECTION

Participants will be selected on the basis of their management track record and their commitment to career development. Previous tertiary level academic qualifications are preferable. Individuals who do not meet this minimum academic level must have the required experience at the appropriate level and will be considered on the basis of individual merit.

PROGRAMME DURATION

Will be run on a block release basis on a schedule to be agreed with the client. Minimum contact time is 150 hours over a period of approximately nine months.

WORKLOAD

In addition to classroom work, and syndicate meetings, attendance at all classes and syndicate sessions is essential to ensure full participation and contribution to the group learning process.

ASSESSMENT

Individual and group assignments as well as examinations.

COST

Fees will be based on the current daily rate, with additional costs for design as required by the customisation requirements to be agreed with the client. Facilities and catering costs at WBS are an additional cost.

PROGRAMME CONTENT (COMPULSORY MODULES)

Self Development and Team Effectiveness

The programme will start with a two-day feedback-intensive workshop, during which participants will participate in management simulations with video feedback, complete a range of self reflective exercises, complete self perception and 360 degree evaluations, as examples of exercises that facilitate self insight and effective team work. Learning objectives and personal development plans will be a tangible outcome of the workshop. There will also be an opportunity for a one-on-one feedback and coaching session with a facilitator.

PRINCIPLES OF STRATEGIC MANAGEMENT

The purpose of this module is to give participants a basic understanding of the role of strategy in an organisation. Basic tools for the strategic analysis of the external and internal environment of the organisation will be presented. Participants will also develop a general understanding of a typical business plan.

ISSUES IN LEADERSHIP

Leadership is a big topic spanning several academic disciplines and with a large dependency on context. This module does not attempt to cover the subject but seeks to provide critical insights by exploring the theory of leadership and by examining situations and leaders using a case-study approach. A major learning objective is to study the role of the leader in driving and setting an appropriate direction in a given context.

ACTION LEARNING PROJECT

Participants will apply their academic knowledge and the principles

of project management to solve a problem in their organisation or capitalise on a business opportunity.

ELECTIVE MODULES

(At least four additional modules to be selected).

PRINCIPLES OF ACCOUNTING AND FINANCE

This module will assist participants to develop financial literacy as generalist users of accounting information for the purposes of business decision-making and control. On completion of the module, they should know basic terminology and concepts of finance and accounting and should have successfully compiled a mental model of business dynamics based on the numerical data available. In particular, participants must know the characteristics of financial success and be able to identify situations where these may be absent by reference to accounting and financial information.

PRINCIPLES OF HUMAN RESOURCES MANAGEMENT

This module develops an understanding of the human aspects of business management. It will provide insight into the factors influencing attitudes in the workplace. The ability to contribute to the design and evaluation of key Human Resource processes, and a framework for understanding the functions of a Human Resource department and its practitioners will be developed.

PRINCIPLES OF ECONOMICS

This module will give an overview of business and the economy. An analysis of consumer demand and production costs in competitive environments will develop an understanding of pricing strategies in the micro-economic environment. The domestic macro-economic environment will be assessed in terms of the economy and fiscal and monetary policy. International trade and exchange rate policy and economic growth and development within an international macro-economic environment will be discussed. It includes an integrated, social scientific analysis of the global, African region and South African environments of business.

PRINCIPLES OF MARKETING MANAGEMENT

This module will introduce participants to the marketing concept. Marketing research and information systems, consumer behaviour and market selection will be discussed. Product, distribution, pricing and promotion policy will be discussed as well as the integration of the marketing mix.

PRINCIPLES OF OPERATIONS MANAGEMENT

The ability to use good judgement in any type of operating environment is important – service or manufacturing – unique through to continuous type operations. This introduction gives an environmental link to operations and a strategic framework. The design phase deals with products, services, processes, jobs and technology. The management of technology is addressed in this design phase. The planning and control phase looks at the planning and control of capacity, inventory, supply chains, MRP, JIT and Projects. The improvement phase looks at operations improvement, failure prevention and recovery and total quality management. The “operations challenge” phase looks at the latest

thinking brought about by modern pressures on an operation from global competition. Linkages to marketing, human resources and accounting/finance will be emphasised.

ENVIRONMENT OF BUSINESS

Participants will learn about the implications of some of the changes in the domestic socio-political and business environment and aspects of the global economy on South African business in general, and changing client needs in particular.

BUSINESS ETHICS AND CORPORATE GOVERNANCE

This module facilitates a broad understanding of ethical business practices. Participants will be introduced to the regulatory framework and to issues of governance as areas of accountability for business leaders.

PRINCIPLES OF SERVICE MANAGEMENT

Participants will learn the human aspects of service delivery and will also examine the systemic issues involved. Aspects of operations management will be investigated as they relate to products, services, processes, jobs and technology. Planning and control of the delivery process will also be examined.

EFFECTIVE COACHING SKILLS

Participants will assess the role of Coaching in leadership. They will learn to distinguish between Coaching and other similar interventions such as mentoring, managing, counselling, therapy. They will explore their own barriers to learning. Different coaching models will be introduced and their practical application explained. Participants will have the opportunity to practice coaching skills. The requirements of a good coach will be discussed.

INNOVATION AND ENTREPRENEURSHIP

The question “What do entrepreneurs look for?” and “How do we innovate?” will be answered by exploring the following:

- Finding big gaps in markets dominated by large players
- Plums ripen quicker than lemons (annuity revenue streams)
- Success stories can occur by accident (Google.com) the use of networks to support innovation at work

INFORMATION AND COMMUNICATION TECHNOLOGY

This module will include, but not be limited to, the role of IT in strategy formulation and implementation, the provision of management information, the gathering and dissemination of information, communication with stakeholders, the building and maintenance of organisational brands.

NEGOTIATION SKILLS

The negotiation theory will empower you to understand the nature of negotiation and the underlying processes and rituals. The modules cover areas on how to articulate important feelings and impressions that you have felt intuitively about the negotiation process, but not been able to articulate clearly because of a non-exposure to the empirical research. Participants will learn how to diagnose and make prognosis of the negotiation being able to identify and understand negotiation styles, strategies and tactics. Personal image management and negotiation will also be covered.

THE LEGAL ENVIRONMENT OF BUSINESS

Participants will learn about critical areas of the current labour legislation and the process of maintaining relationships with labour. Other areas of legal environments will be studied. Current

trends in labour relations are also explored.

STRATEGIC FINANCE

This course builds on the concepts covered in the Principles of Finance Module. It avoids the more technical elements covered in Corporate Finance and aims to provide a practical insight into Corporate Financial Theory at a strategic level and into an understanding of the strategic rationale behind many corporate finance decisions. The participants will look at company valuation, listings, mergers and take-overs as mechanisms for creating shareholder wealth.

STRATEGIC MARKETING

The increasing importance of superior customer value, leveraging distinctive capabilities, responding to diversity in the marketplace, and recognising global business challenges, require effective marketing strategies for gaining a competitive edge. The module focuses on the challenges management face in developing and implementing a successful marketing strategy. The aim is to provide delegates with the tools and techniques needed to be successful marketers.

DIVERSITY TRANSFORMATION AND CHANGE

In this module participants will learn to understand the patterns of organisational change. They will analyse the role of leadership in facilitating change and learn why some Change Programmes fail. The concepts of Diversity and Diversity Management will be studied. The participants will also have the opportunity to explore various ways of managing diverse workforces.



Certificate Programme in Management Development (CPMD)

WHO SHOULD ATTEND?

The CPMD is presented as an in-company programme. It addresses the management development needs of individuals in junior to middle management who need to enhance their managerial competence. Individuals who need to consolidate their knowledge, skills and confidence as managers should attend the CPMD.

OBJECTIVES AND OUTCOMES

The Certificate Programme in Management Development (CPMD) is designed to meet the need in South Africa for developing competent managers, and has a special focus on skills and personal development through experiential learning.

OBJECTIVES

- To introduce participants to the fundamental disciplines of business management
- To enhance management competencies through a combination of theoretical and experiential learning
- To build participants' confidence in managing themselves and managing others

OUTCOMES

- Demonstrate an understanding of the functional responsibilities of management
- Demonstrate the ability to use theoretical knowledge and tools to exercise managerial responsibilities
- Show an awareness of their own personal development needs as a manager
- Enhance confidence as a manager
- Belong to a network of managers from different parts of the business

PROGRAMME LEVEL

As a public tertiary education institution, the University falls under the Council for Higher Education rather than SAQA. This programme is presented at the equivalent of NQF level 7 with 65 SAQA credits. It is recorded as WBS 009/CPMD.

SELECTIONS

Participants should have a minimum of matriculation and/or management experience of two to three years. If required, a selection test can be administered which covers Business Numeracy and written Communication Skills. The ideal number of participants is between 20 and 30.

PROGRAMME DURATION

Will be run on a block-release basis on a schedule to be agreed with the client. Contact time of approximately 170 hours over a period of seven to nine months.

WORKLOAD

Attendance at all classes and syndicate sessions is essential to ensure full participation and contribution to the group learning process. Participants can expect to spend approximately two days for every one day in the classroom on preparatory reading, preparation for individual and syndicate assignments and examinations.

ASSESSMENT

Individual and group assignments and examinations.

COST

Fees will be based on a daily rate of R30 000 with additional costs for the Self Management module due to the small group facilitation work included. Facilities and catering costs at WBS are charged at a rate of R250 per person per day.

PROGRAMME CONTENT (PRINCIPLES OF ACCOUNTING AND FINANCE)

This module will assist candidates to develop financial literacy as generalist users of accounting information for the purposes of business decision-making and control. On completion of the module, the candidate should know basic terminology and concepts of finance and accounting and should have successfully compiled a mental model of business dynamics based on the numerical data available. In particular, the candidate must know the characteristics of financial success and be able to identify situations where these may be absent by reference to accounting and financial information.

PRINCIPLES OF HUMAN RESOURCES MANAGEMENT

This module develops an understanding of the human aspects of business management. It will provide insight into the factors influencing attitudes in the workplace. The ability to contribute to the design and evaluation of key human resource management processes, and a framework for understanding the function of a Human Resources department and its practitioners will be developed. The course will include the integration of Human Resource strategy and a business plan. Participants will also develop skills in the areas of effective interaction with others and leadership.

PRINCIPLES OF PROJECT MANAGEMENT AND PROBLEM SOLVING

Participants learn how to plan a project and how to analyse tasks and responsibilities for successful project management. Participants are enabled to analyse real situations, solve problems and make decisions, and to use facts and figures to support conclusions. As part of this module, participants will be allocated to groups in order to analyse and propose solutions to current problems identified in the organisation. This is the first phase of an Action Learning Project (up to proposal of a solution). The second phase (implementation of the project) may be added in the CPMD as an elective.

PRINCIPLES OF FUNCTIONAL MANAGEMENT

This module comprises a series of case studies, and/or management simulations, designed to provide participants with practice in applying the skills developed in the initial modules to a variety of management fields. Written analyses of cases are set and assessed. Through the medium of cases, participants are introduced to a selection of the following management disciplines:

- Marketing
- Human Resource Management
- Industrial Relations
- Production and Operations Management
- Service Industry Management
- or equivalent topics related the participants' industry

PRINCIPLES OF STRATEGIC MANAGEMENT

The purpose of this module is to give participants a basic understanding of the role of strategy in an organisation. Basic tools for the strategic analysis of the external and internal environment of the organisation will be presented. Participants will also develop a general understanding of a typical business plan.



New Managers' Programme (NMP)

FUNDAMENTAL MANAGEMENT SKILLS

The duration and format of the following skills modules will be designed to suit the existing levels of competence in the group.

PRINCIPLES OF COMMUNICATION AND LANGUAGE STRATEGIES

Participants are enabled to communicate effectively in a variety of one-to-one and group business contexts, using the medium of English. The competencies developed include effective listening, reading, writing and oral presentation skills.

NUMERACY FOR MANAGERS

Participants learn to use the fundamental mathematical concepts and processes required to "read" figures and be effective in planning, budgeting and common business statistics.

ADDITIONAL ELECTIVES

Additional elective modules may be added to the CPMD to address particular development needs of the client organisation. Examples would be a full Action Learning Project, Principles of Service Management, Principles of the Psychology of Leadership, Effective Interpersonal Skills or other topics being offered at WBS as short courses.

COURSE OBJECTIVES

The Programme in Principles of Business and Management is a management development programme which assists newly appointed managers to develop a range of competencies relevant to their new positions. The programme is run on a block-release system.

SPECIFIC OBJECTIVES

To introduce managers to business principles and skills in management areas:

- To give participants methods of coping with the pressure that accompany advancement in the workplace. This is accomplished by enhancing their skills in analysing and evaluating complex information and, in so doing, increasing their understanding of the dynamics of the organisation
- To improve participants' decision-making and problem-solving abilities
- To improve participants' skills in written communication, thereby improving their ability to generate action through the written word
- To help participants work more effectively in teams
- To provide an understanding of how financial information is collected and used within an organisation
- To provide an insight into how financial resources should be managed within an organisation
- To develop an understanding of the people management component of management
- To give participants an overview of the basic principles of marketing, particularly within the South African context

WHO SHOULD ATTEND?

The programme is well suited to newly appointed managers and

individuals who are being groomed for their first management position. Age or educational qualifications are not determining criteria for admission to the programme. Successful students from past programmes have been drawn from a wide range of educational levels and backgrounds as well as from different age groups. Young managers and technical specialists who have moved into management positions will benefit from the course because of its coverage of the key disciplines of business and its emphasis on developing well-rounded managers. The use of syndicates in the learning process ensure that all participants profit from interaction with their peers. The programme is well suited to managers who have clear career goals and who realise that their advancement depends on their ability to understand all the different areas in a business and to adopt new and improved ways of managing themselves and others. The programme specifically caters for those candidates who do not have the five years' management experience necessary for admission to Wits Business School's Management Advancement Programme (MAP).

PROGRAMME STRUCTURE

The programme comprises seven courses of study in a modular structure. It is run on a block-release basis for four five-day sessions (Mondays to Fridays from 08:00 to 17:00) over a period of four months. Assignments are completed between blocks. Each module is examined.

PROGRAMME CONTENT (MANAGING RESOURCES IN ABUSINESS)

This introduction to Management Accounting deals with the allocation and behaviour of costs, the causal relationship between margins, volumes and expenses in generating profits, break-even analysis, and the budgeting process.

COLLECTING AND USING FINANCIAL INFORMATION

Participants are introduced to the accounting cycle, from the processing of source documents to the aggregation of financial transactions into financial statements. Certain accounting principles and conventions are explained to demonstrate how accountants calculate profits and to highlight the difference between profit and cash flow. The underlying purpose of both financial modules is to help participants understand the financial consequences of their decisions and to enable them to communicate more effectively with financial management.

UNDERSTANDING ORGANISATIONAL DYNAMICS

The purpose of this module is to give participants a better understanding of the functioning of the human side of the organisation. The effect of structure on the performance of the organisation is examined as is the importance of group processes. Participants are helped to identify their own role and the roles of others in the organisation, and how different roles of others in the organisation and how different roles complement one another. The causes and effects of functional and dysfunctional conflict will be examined. The study of the Principles of Organisational Behaviour is spread over two modules:

MANAGING PEOPLE

Performance management is a major challenge facing the newly appointed manager. In this module, aspects such as motivation, delegation and performance appraisal are covered.

WRITTEN BUSINESS COMMUNICATION

Here, the emphasis is on identifying business communication

strategies that are useful for participants and developing skills in using them. Aspects dealt with include areas such as the correct approach to written communication.

THE SOUTHERN AFRICAN MARKET

This module starts with the basic principles of marketing. Marketing processes and channels of distribution from producer to retailer are traced and the implications for the market system are explored. The marketing assignment requires participants to examine the competitive position of their organisation.

PROJECT MANAGEMENT

This module will introduce participants to:

- The Project Management Environment
- Roles and Responsibilities
- The Project Brief
- Project Management Tools
- Planning Tools and Techniques
- Monitoring and Controlling Projects
- Risk Management
- Change Management
- Quality Control
- Communications

WORK LOAD

In addition to classroom contact time, participants will be required to complete assignments relevant to their own companies between the monthly full-time modules. Attendance at all lectures is compulsory.

COURSE FEES

The inclusive course fee covers tuition, textbooks, course packs, examinations and refreshments. The programme manager can be contacted for current costs of the programme.

SELECTION

Participants will be selected on the basis of their management track record and their commitment to career development. Previous academic or professional qualifications are a positive advantage but are not a prerequisite for the programme.



Personal Effectiveness through Emotional Intelligence

Personal effectiveness through emotional intelligence lies at the heart of successful management – especially in South Africa today.

OBJECTIVES

The objective of this programme is to help managers develop interpersonal effectiveness through understanding themselves in relation to others.

Participants will learn to solve interpersonal problems at work by applying the principle of empathy and practical models of human behaviour relating to both individuals and groups.

WHO SHOULD ATTEND?

This is a practical course aimed at people in managerial positions. It is designed for:

- Managers at all levels who wish to improve their interpersonal skills
- Executives who wish to bring about a more participative culture in their organisations
- Human resource development practitioners who are involved in designing training programmes for improving interpersonal skills.

COURSE CONTENT

A special feature of the programme is the extensive use of feedback techniques drawn from industrial and counselling psychology. In coming to understand their own style of emotional intelligence, participants are helped to manage themselves and others more effectively.

The course is run on a participative, experiential basis.

- Themes include:
- The business value of interpersonal skills

- Empathic listening skills
- Understanding one's emotional intelligence
- Models of interpersonal communication
- Individual feedback on interpersonal styles and team roles
- Solving problems created by ineffective interpersonal relations
- Theories of human behaviour
- Group dynamics and effective group performance
- Stereotyping and communication in a multicultural context
- Personal change and the challenge of continued improvement in interpersonal effectiveness

LEVEL

NQF 8

CONTACT DETAILS

Programme Director: Natalie Witthuhn and Conrad Viedge
 Programme Manager: Heather Makin (011) 717 3690
 Email: Heather.Makin@wits.ac.za

PROGRAMME DURATION (DATES)

Johannesburg: 19-22 October 2010

VENUE

Johannesburg
 Wits Business School
 2 St David's Place, Parktown

Should you wish to book a place on the programme, please email the Programme Manager, Heather Makin. (Details above)

Talent Management Workshop

KALEIDOSCOPIC APPROACH TO TALENT MANAGEMENT

A facilitated session exploring the multi dimensional components of Talent Management. Some aspects that would be covered include:

- Impact of Organisational Culture on Talent attraction and Talent Retention
- The role of recruitment in Talent Management
- Performance Management and Talent Management
- Personal Development, Training and Education do they help retain Talent
- What about mentoring and coaching? Do they have any significant impact on Talent retention?
- What systemic factors impact Talent Management?
- What is Talent?
- What are the components of an ideal Talent Management System?

Natalie Witthuhn, Director of The Leadership Development Centre will facilitate this session, supported by visual communications consultant, James Durno, who will graphically capture the discussion with visuals. Leading Trends will be shared and contributions from delegates welcomed to make a full model of theoretical and practical aspects of Talent Management.

REMUNERATION TRENDS

This session will look at developments in Remuneration in 2009/2010 and the impact on talent retention. Some of the trends that would be explored would include:

- Impact of Generational Theory on reward
- Globalisation and the Credit Crunch impact
- Rewarding Creativity and Innovation
- Branding
- Broadbanding

- Pros and Cons Differentiated Packages

Mark Bussin has over 20 years' remuneration experience across all industry sectors and is viewed as a thought leader in the remuneration arena. He serves on and advises numerous boards and Remuneration Committees on Executive Remuneration. Mark holds a Doctorate in Commerce and has published over 100 articles.

COMPANY PRESENTATIONS

A series of presentations by leading South African companies and organisations to demonstrate their Talent Management programmes.

Presentations by: Development Bank of South Africa, Right To Care and SAB. Delegates will be placed in syndicates and visits to different organisations will take place. Templates will be provided. Delegates will, through the visits, ascertain the strengths of organisations in attracting, developing and retaining talent. Organisations will vary from large finance institutions to non-profit organisations. Delegates will come back to the Business School from 17:00 to 20:00 and, over a light finger supper, consolidate the learnings and prepare a presentation to be shared with the class on the Thursday.

COACHING SESSION

Peer coaching sessions facilitated by an Executive Business Coach in small groups. Individuals in small groups will be required to present their implementation strategies to Talent Management to discuss their biggest obstacles that they need to overcome their obstacles.

Business Executive Coaching Certificate 2010 (BECC)

TURNING TALENT MANAGEMENT INTO A COMPETITIVE ADVANTAGE

Professor Rija will take a look at the Generation Theories as well as the learning agilities of Industries and Organisations. The practical implementation of Talent Management strategies into business, as well as the transformation of ideas into reality, will also be discussed.

THEORY INTO REALITY

Integration of theory application, to workplace presentation will be done, and a conceptual frame picture of ideal Talent Management processes will be drawn; which each delegate can take away as a reminder of their aspirations.

OBJECTIVES

- To learn about the best practises in Talent Management globally
- To acquire skills and knowledge in the implementation of Talent Management programmes
- To gain insight into South African organisation's Talent Management practices
- To reflect on the obstacles delegates experience in achieving their organisation and company Talent Management goals.

SELECTION

- All applicants will need to complete an application form. This process will ensure that all candidates on the course will all be able to add relevant value to the workshop
- Participants will be selected on the basis of their management track record and their commitment to career development
- Previous tertiary level academic qualifications are preferable. Individuals must have the required experience at the appropriate level and will be considered on the basis of individual merit

- Places are limited to only 50 delegates and therefore we would encourage early applications.

DATES

Johannesburg: 19-22 July 2010

DURATION	TITLE AND CONTENT	ASSESSMENT
3.5 days	<p>THEORY & KNOWLEDGE AREAS</p> <p>This module will focus on an understanding of Coaching Theories and Principles, Group and Inter-group dynamics; Interpersonal dynamics and communication as well as social systems and dynamics. Handling Change Management as a coach and Organisational Theories and Principles will also be applied to a coaching environment</p>	Exam and Individual Assignment
3.5 days	<p>BUSINESS ACUMEN</p> <p>This module will give an understanding of the basic business functions and how they work together to achieve business goals or the organization's mission in the case of mission-driven organisations. As a coach it is vital to understand the business environment. Areas such as Human Resources Management, Principles of Accounting and Finance, Strategic Management, Corporate Governance and Business Ethics will be covered.</p>	Exam, Individual and Syndicate Assignments
3.5 days	<p>COACHING SKILLS</p> <p>This module will teach coaches an understanding of competence in using coaching skills in the areas of assessment, observation as well as learning to use appropriate referral skills. Selection and Design type of Interventions will be studied. Furthermore, a focus on self development and coaching effectiveness will occur during this module.</p> <p>Basic communication skills used in Coaching will also be covered such as: Interviewing; Listening; Feedback; Questioning; Planning; Negotiating; Contracting; Influencing; Encouragement; Support; Constructive Confrontation; Conflict Management; Self-awareness; Behaviour modelling and modification.</p>	Individual Assignment & Practical Presentation
3.5 days	<p>PROFESSIONAL PRACTICE</p> <p>A clear understanding of the frameworks for practicing on a professional level using research methods and tools as a coach are the areas of focus on this module. Ethics and the standards of practice will also be covered. An introduction to research orientation is a further component of this module.</p>	Exams
3.5 days	<p>COACHING PROCESS</p> <p>The process of coaching in which various skills, tools and interventions are used will be the focus of this area of study. Basic entry contracting; Assessment and Feedback; Goal setting / planning; Facilitating change and development; Outcome evaluation; Terminating, ending long-term planning are all areas which will be a focus on this Module. Moreover, the methodology of selecting and matching your clients will be taught as well the measurement of your success as a coach will be examined.</p>	Practical

The course will have a Faculty of experienced Coaches and lecturers who are experts in the relevant fields. Irish Entrepreneur and Executive Coach, Paul Mooney will be the guest speaker at the Launch of the Programme.

WBS is a member of the GSAEC (Global School Alliance for Executive Coaching) www.gsaec.org.

OBJECTIVES

- The course aims to equip graduates with the ability to set up a coaching practice and provide professional business and executive coaching to corporates and organisations.
- The delegate will understand the knowledge base that underpins coaching, develop practical coaching skills and understand the business environment and context in which executive coaching operates.
- They will also be knowledgeable about the legal and ethical implications of coaching.

SELECTION

- All applicants will need to complete an application form. This process will ensure that all candidates on the course will all be able to add relevant value to the workshop.
- Participants will be selected on the basis of their personal development track record and their commitment to people development.
- Previous tertiary level academic qualifications are preferable. Individuals must have the required experience at the appropriate level and will be considered on the basis of individual merit.

ASSESSMENT

Exams, Individual and Group Assignments, Practical Assessments and Presentations.

LEVEL

NQF 8

CONTACT DETAILS

Programme Director: Natalie Witthuhn
Programme Manager: Faith Koroloso +27 (0)11 717 3690
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PROGRAMME DURATION (DATES)

- 02-06 February 2010
- 10-13 March 2010
- 05-08 May 2010
- 02-05 June 2010
- 28-31 July 2010

Modules will run Wednesday evening; Thursday, Friday and Saturday full day. 150 hours of classroom content and 40 hours of coaching practical

INVESTMENT

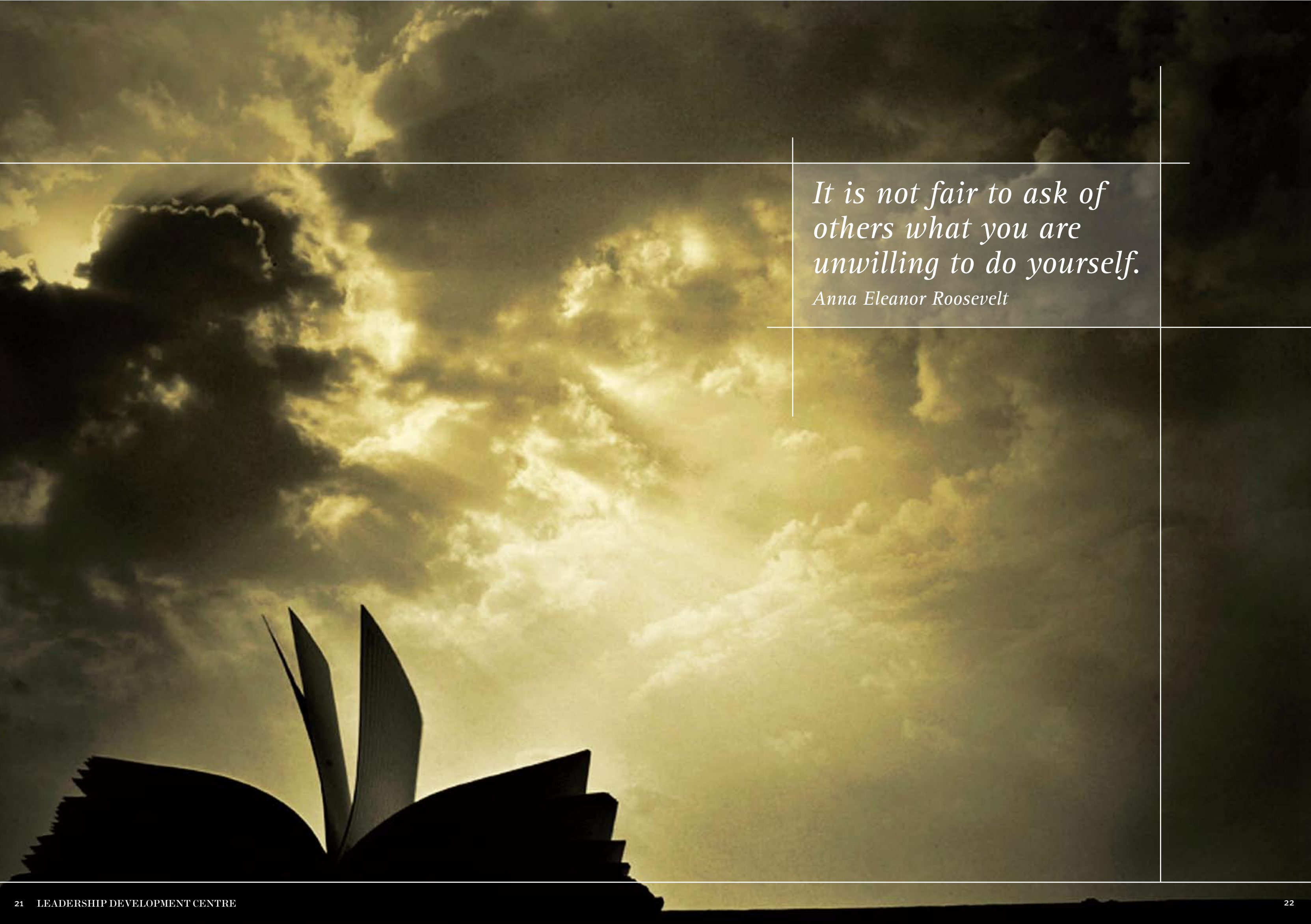
The cost for the programme is R 38 500 for the first year and R 6600 for the second year when a research project will be completed.

VENUE

Wits Business School
2 St David's Place, Parktown

SHOULD YOU HAVE ANY QUERIES, PLEASE CONTACT

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*It is not fair to ask of
others what you are
unwilling to do yourself.*
Anna Eleanor Roosevelt