

## ► OVERVIEW

### INTRODUCTION

The Senior Management Development Programme (SMDP) of USB Executive Development Ltd (USB-ED) is aimed specifically at equipping senior managers with the necessary knowledge as well as leadership and change management skills to function effectively within a corporate environment. This comprehensive programme focuses on translating learning into improvement in the workplace for both the individual and the organisation.

### WHAT SETS THIS INTERVENTION APART?

This programme is designed to raise self-awareness as a core competency of a 21st century leader. This, together with a sound base in relevant theory and practical application, forms a meta-frame that covers all the critical senior management functions. Finally, participants have the opportunity to synthesise their acquired knowledge and skills in the different areas and apply their personal learning in an integrated group project aimed at adding value in a business situation.

### PAST PARTICIPANTS' COMMENTS

*"It has been an immensely valuable learning experience, and one which has forced me to think differently about how I will apply my mind to my daily management activities. Very highly recommended, and the quality of material delivery has been excellent."* – Branch Manager, Inmins Trading (Pty) Ltd

*"As a director of a small, private business, I found the SMDP challenging and stimulating. Almost every course module added value to how I manage my business. I would recommend the SMDP to any small business owner."*  
- Colin Myburgh, Director, Lodicon (Pty) Ltd

*"Certainly a life-changing course that has opened my eyes to my faults as a manager within my organisation and personal life. A great, stimulating learning experience."* – Davin Giles, Regional Manager, Afrimat Aggregates

## ► WHO

### WHO SHOULD ATTEND?

This programme is aimed at senior managers from all industries who are responsible for managing managers and who are eager to benchmark and further their potential

### ADMISSION REQUIREMENTS

No formal tertiary qualifications are required. Participants should have experience and a basic knowledge of the programme topics and understanding of the subject matter presented in USB-ED's Management Development Programme (MDP) or an equivalent. Participants who do not have a basic knowledge of finance should attend USB-ED's Programme in Financial Management for Non-financial Managers prior to attending the SMDP. Five years in middle to senior management is recommended.

### FACULTY PROFILE

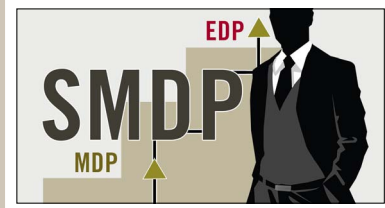
Some of the faculty facilitating on the SMDP:

Prof André Roux | Mr Clive Howe | Mr Freddie Marais | Dr Kobus Serfontein | Dr Kosie de Villiers | Mr Martin Butler  
Mr MC Botha | Dr Sarah Riordan | Mr Mike du Plessis | Mr Giel Naudé

## ► WHAT

### NQF ALIGNMENT

This programme is presented on the complexity level of an NQF 7.



## WHEN & WHERE

### CAPE TOWN

#### Part-time

16 March – 30 June 2012

Friday evenings (18:00 – 21:00) and

Saturday mornings (08:30 – 13:00)

#### Modular 3 programmes

Monday – Friday 08:15-17:30

#### SMDP 1 Modular (Cape Town)

1st study school: 5 – 9 March 2012

2nd study school: 7 – 11 May 2012

3rd study school: 18 – 22 June 2012

#### SMDP 2 Modular (Cape Town)

1st study school: 28 May – 1 June 2012

2nd study school: 23 – 27 July 2012

3rd study school: 10 – 14 September 2012

#### SMDP 3 Modular (Cape Town)

1st study school: 30 July – 3 August 2012

2nd study school: 17 – 21 September 2012

3rd study school: 22 – 26 October 2012

### JOHANNESBURG

1st study school: 4 – 8 June 2012

2nd study school: 16 – 20 July 2012

3rd study school: 27 – 31 August 2012

### DURBAN

1st study school: 14 – 18 May 2012

2nd study school: 16 – 20 July 2012

3rd study school: 3 – 7 September 2012

### WINDHOEK, NAMIBIA

1st study school: 11 – 15 June 2012

2nd study school: 30 July – 3 August 2012

3rd study school: 17 – 21 September 2012

## INDIVIDUAL PREPARATION:

This phase starts as soon as participants have paid the full programme fee and receive their study material. It is assumed that participants will have read the prescribed material and they will be required to complete an assignment in some of the modules prior to the first study school.

## CONCEPTUAL PHASE:

Having absorbed the study material, participants will be ready for the conceptual phase of the programme, which entails debating the realities of business in the South African and global context. This phase is made up of three compulsory study schools, each lasting one week.

## EXPERIENTIAL PHASE:

In the break between the study schools, participants are required to complete practical assignments applicable to their own work environment.

## INTEGRATION PHASE:

During the course of the programme the various fields of study are integrated. A group project is completed and presented to a panel of academics and business people.

## THE FOLLOWING CONTENT WILL BE COVERED:

### **INTRODUCTION TO STRATEGIC THINKING:**

Intrapreneurial principles; management of the future; management of growth and creativity; corporate entrepreneurship; innovation and creativity

### **LEADERSHIP AND CHANGE MANAGEMENT:**

The role of leadership and team-building; mobilising employees and gaining commitment to the vision; conflict management; diversity management; coaching and building organisation resilience

### **FINANCIAL MANAGEMENT:**

Liquidity and turnover ratios; leverage and profit ability ratios; drafting of budgets; working capital management; management of cash flow

### **INTEGRATING ECONOMICS:**

The meaning and operation of the economy and economic systems; behaviour and interaction of participants in economic activities; the significance of money and monetary policy in the economy; macroeconomic objectives and analysis; evaluation of the impact of economic changes on a company; economic policy decisions

### **MANAGING PROJECTS:**

Strategic contextualization of projects; organization architecture and project management; project selection; planning and formulation of project scope; monitor and control techniques

### **MARKETING FOR EXCELLENCE:**

The role of marketing in the management process; the changing and uncertain marketing environment; marketing information; the value proposition; building brand equity; marketing metrics and ROI; expanding customer value

### **BUILDING HUMAN CAPITAL:**

The changing world of work; the impact of organisational culture; learning organisations; contemporary challenges to employee well-being; career development

### **INFORMATION SYSTEMS MANAGEMENT (ISM):**

Thinking ISM; process; business value of ISM; investment decisions around ISM; knowledge management

### **INCREASING EXCELLENCE IN OPERATIONS AND SUPPLY CHAIN:**

Managing operations; creating a lean culture; principles of Six Sigma; continuous improvement ; the total supply chain process; leading edge manufacturing and operations concepts; integration and strategic sourcing; managing capacity

### **BUSINESS-DRIVEN ACTION LEARNING ASSIGNMENT**

As part of the SMDP, participants complete a Business-Driven Action Learning assignment. During this group assignment, participants design a turnaround strategy for an NGO or small business that is in need of improving its performance, as well as an implementation/roll-out plan for implementing their recommendations effectively.

## FEES

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R39 400

Fees include programme fees, programme material, lunch and refreshments, and are payable before the commencement of the programme.

### CANCELLATION POLICY

It is of utmost importance that USB-ED be formally notified of cancellation 14 days prior to the commencement date of the programme.

A cancellation fee of 10% will be payable for cancelling fewer than 14 days prior to the commencement of the programme.

*Please note that programme fees, faculty and dates are subject to change.*

## ENQUIRIES

### CAPE TOWN | DURBAN

Carol Winson

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### NAMIBIA

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## HOW WILL YOU BENEFIT?

After successful completion of the SMDP, participants will be able to:

Upon successful completion of the programme, participants should be able to:

- understand and apply entrepreneurial principles in a business context
- analyse the financial health of an organisation and recommend ways of improving its financial viability
- analyse and interpret the effect of economic drivers on industries and companies
- use the techniques provided by operations and project management to plan and execute projects and processes in their own organisations effectively and efficiently
- draw up an advanced marketing plan incorporating all the facets of a sound and comprehensive marketing approach
- manage, organise, motivate and build people into a great team through considering their personal management and leadership styles
- draw up a comprehensive business plan integrating all the disciplines of the programme to demonstrate an understanding of their interrelationship
- build an invaluable network of managers who face the same challenges in the work environment
- have a greater awareness of own abilities to think and act strategically, and to translate strategies into actions.

## CERTIFICATION CREDITS

### Credits towards an international qualification BAHons Business Management

USB-ED alumni who have completed the SMDP will now have the opportunity to enrol for a BAHons in Business Management from the University of Lincoln in the UK. USB-ED's open enrolment SMDP is recognised by the University of Lincoln for 240 credits. To obtain the BAHons Business Management, you need to register with the University of Lincoln for the outstanding 120 credits (total 360 credits). Contact Carol Winson (Carol.Winson@usb-ed.com, Tel: +27(0) 21 918 4486) for further information.

### Financial Services Board determines Senior Management Development Programme as fit and proper

The SMDP is now recognised by the Financial Services Board as per Board Notice 44 of 2010. Individuals in the financial services industry who successfully complete the SMDP will now also meet the fit and proper qualification requirements as per the "Determination of Fit and Proper Requirements for Financial Service Providers."

## CERTIFICATION

On successful completion of the programme, participants will receive a certificate from the University of Stellenbosch.

## INTERNATIONAL STUDY MODULE

Executive and Senior Management Development Programme alumni have the opportunity to partake in an optional study module abroad. The module takes place between June and July each year. Attending lectures at leading business schools and company visits will form part of the itinerary. This study module complies with the EQUIS recommendation of international exposure to top-level business schools. The annual study module is arranged by the USB's International Affairs Office. Registration for the international module closes in January.

## ► HOW

### PRESENTATION MODES

Participants can choose from one of the following attendance options:

- Part-time
- Modular

### PART-TIME

The part-time option will be presented at the USB campus in Bellville, Cape Town, during the weeks indicated on this flyer. Classes will be presented face-to-face on Friday evenings and Saturday mornings.

Before and between study schools, participants are required to do pre-reading and preparation for each module. Participants will be expected to complete individual assignments for each programme module. Participants will also complete a group assignment which will be presented during the final assessments to a panel from USB-ED.

The programme manager will be available to assist with any administrative issues, while the subject matter experts will assist with any academic matters.

### MODULAR

With the modular option, the programme will be presented over two five-day study schools on the dates provided in this flyer, at venues in Cape Town, Johannesburg and Windhoek (Namibia).

Before and between study schools, participants are required to do pre-reading and preparation for each module. Participants will be expected to complete individual assignments for each programme module. Participants will also complete a group assignment which will be presented during the final assessments to a panel from USB-ED.

The programme manager will be available to assist with any administrative issues, while the subject matter experts will assist with any academic matters.