General Management and Leadership Development

SHORT COURSES | ADVISORY SERVICES

Shifting knowledge to insight
The rapid and vast changes we are beginning to experience in both our personal and professional lives call for a drastic shift in our thinking patterns and the way in which every industry will need to conduct business in the near future. Not only will business models in each and every trade need to transform in order to meet the growing needs and demands of consumers, but – more importantly – we will need to make a shift in the way we see and experience the world.

We currently live in a world governed by unprecedented technological advances – artificial intelligence, 3D printing and self-driving cars to mobile supercomputers, robotics and nanotechnology – that are all evidence of the significant change that is starting to happen around us right now.

We are on the brink of the Fourth Industrial Revolution that will no doubt change the way humankind lives, works and relates to one another. We are experiencing change at a speed unlike anything the world has experienced before, that compels us to live and create realities that were previously unthinkable.

As a means of contributing to the overall growth of the global market and anticipating future shifts in the way we have to do business, Enterprises University of Pretoria (Enterprises UP) provides specialised training programmes and short courses for skills development as well as research and advisory services for critical business insights to both our clients and individuals in South Africa and beyond.

What better way to remain on top of global changes in every walk of life and industry than through a partnership with a leading training and research provider that is backed by a solutions-driven approach and experts from the University of Pretoria.

We not only ensure that you increase productivity and enhance service excellence in your line of business, but also that you continuously engage in groundbreaking knowledge transfer in an ever-changing world by always shifting knowledge to insight.
Our solutions present a multifaceted value proposition aligned with organisational objectives, personal growth and skills development goals – either as a combination of Training Solutions and Research Solutions or as distinct solutions on their own. This also means that your company can optimise on B-BBEE scorecard points with a combination of our offerings that support the following outcomes:

**SOLUTIONS-DRIVEN APPROACH**

1. **Work readiness development.**
   
   Let entry-level employees acquire the right skills to help them integrate into the world of work more easily.

2. **Workplace Skills Plan (WSP) activation.**
   
   Develop capacity and equip designated employees with professional skills aligned with industry needs.

3. **Community engagement.**
   
   Ignite change in communities through experiential training and innovative business opportunities.

4. **Enterprise and supplier development.**
   
   Invest in small business entities and start-ups that aspire to be more effective, efficient and sustainable.

**RESEARCH SOLUTIONS**

We provide a service offering that spans 50 plus areas of functional expertise and capability. Within each of these areas the total service offering is well balanced between applied research, advisory services and specialised business units. Most of our projects are highly customised and the solutions contained within each project draws on the latest best practice as informed by science and evidence.

**WHY PARTNER WITH US?**

- **A single point of entry for all training, research and advisory services.**
- **Access to all knowledge outputs from the University of Pretoria.**
- **Personalised services to achieve unique business and professional development goals.**
- **Innovative solutions for targeted training and critical business insight.**
- **An extensive international footprint spanning six continents.**
- **Draw from leading industry experts and South Africa’s finest thought leaders.**

Make business decisions informed by scientific evidence.
Science and scientific methods are embedded within our total solution offering.

Implement solutions that are shaped by and applicable to real-world challenges.
The strong symbiotic relationship between science and application enables us to generate solutions that are both innovative and practical.

Enrich your perspective by allowing multidisciplinary project teams to generate 360 degree insights.
We deploy various knowledge experts on the same project to generate enriched perspectives and diverse views.

Be a beneficiary of our creative journey with new ideas and solutions.
We are a breeding ground for new ideas, solutions and innovations – and only after they have been tested and applied do we put them into practice.

Our solutions present a multifaceted value proposition aligned with organisational objectives, personal growth and skills development goals – either as a combination of Training Solutions and Research Solutions or as distinct solutions on their own. This also means that your company can optimise on B-BBEE scorecard points with a combination of our offerings that support the following outcomes:
For more information about our full range of available training programmes and short courses, visit www.enterprises.up.ac.za/training-solutions.

Also enquire with us about possible CPD points on any of our courses, or visit www.enterprises.up.ac.za/cpd-courses for an updated list.

See a range of relevant research and advisory services at the end of this section.
General Management and Leadership Development

In an age where technology has caused the world to shrink, strong managerial and leadership skills are required to make current developments more accessible and provide direction on how to successfully navigate through them. With immediate access to information at hand and the ability to transact digitally across international borders at the click of a button, a new strategic narrative is required to bring together individuals, industries and countries to look towards a long-term vision for the future. A commitment to responsible leadership – and an experienced understanding of our digital, global and glocal (local is the new global) age – is what is ultimately required to do this.¹

For management teams and executives to navigate their way through this complex landscape, they will need to understand the context and impact of the imminent Fourth Industrial Revolution and make decisions accordingly. Our products and services in General Management and Leadership Development will guide you in acquiring the crucial skills and practical knowledge to provide responsive, responsible and directional leadership wherever and whenever you need to traverse the interests of stakeholders, customers and clients, employees and society.


4.5% The expected percentage growth in emerging markets and developing economies in 2017.²

$3–4 trillion The estimated amount per year to implement the UN's Sustainable Development Goals (SDGs) by 2030.²
<table>
<thead>
<tr>
<th>Management Development Programme (MDP)</th>
<th>Agricultural Leadership Development Programme (ALDP)</th>
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<tr>
<td><strong>COURSE CODE</strong></td>
<td>P000870</td>
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<tr>
<td><strong>MODE OF DELIVERY</strong></td>
<td>Contact sessions</td>
</tr>
<tr>
<td><strong>DURATION</strong></td>
<td>4 study blocks of 5 days each</td>
</tr>
<tr>
<td><strong>CERTIFICATE</strong></td>
<td>Successfully completed</td>
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</table>

The Management Development Programme provides you with the opportunity to develop your skills in order to perform your management responsibilities more effectively within a changing and competitive business environment. With this programme, you will acquire the requisite competencies to better deal with all functional and cross-functional business processes and operations. The programme specifically covers topics of the people side of business, the business environment (including economics, general management and marketing), financial management and planning, and the business value chain (including the day-to-day management of business operations). This programme is presented in partnership with the Gordon Institute of Business Science (GIBS).

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<tr>
<th>Senior Management Programme (SMP)</th>
<th>Executive Development Programme for the Public Sector</th>
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<td><strong>COURSE CODE</strong></td>
<td>P000869</td>
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<tr>
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The Senior Management Programme provides you with the opportunity to develop more advanced management skills at a senior management level, including key analytical and creative decision-making competencies in your role as functional and/or general manager. The programme specifically covers topics of the business in context (including stakeholder management and corporate responsibility), financial management and economic value creation, technology and innovation management (in relation to the management functions of industry), and the incorporation of business strategy and leadership at all levels (including leadership of the SELF). This programme is presented in partnership with the Gordon Institute of Business Science (GIBS).

| Executive Development Programme for the Public Sector | |
|------------------------------------------------------| |
| **COURSE CODE** | P006126 |
| **MODE OF DELIVERY** | Contact sessions |
| **DURATION** | 3 study blocks of 5 days each |
| **CERTIFICATE** | Successfully completed |

The Executive Development Programme for the Public Sector provides you with a professional skills development course aligned with the Senior Management Service (SMS) Competency Framework in order to acquire the appropriate skills set at executive level. The programme will equip you as senior manager in the public sector sphere with the requisite knowledge and skills to perform your day-to-day operations effectively in a democratic, developmental state. The programme covers key points of the competency framework, including areas of strategic planning and management, human resource management, financial management and budgeting, programme and project management, as well as knowledge and information management.

See also: Agriculture and Food Security, Public Administration and Management
Leadership Development Programme for Junior Managers

The Leadership Development Programme for Junior Managers provides you with the essential tools and techniques that will enable you (and consequently those under your supervision) to perform your daily operational tasks optimally as junior (first-line) manager. With the unique opportunity to observe others and develop your own appropriate leadership style to suit the ever-evolving business environment, the programme specifically focuses on the strengths and development areas that drive you, fundamental management principles and functions that you will need to master, how to lead your team for success, as well as enhancement of emotional intelligence (EQ) for the job at hand.

Leadership Development Programme for Middle Managers

The Leadership Development Programme for Middle Managers provides you with a unique skills development opportunity to perform your daily operational tasks optimally as middle manager, and to take your team to the next level. With the tools and techniques obtained from the programme, you will be able to tap into the strengths of your team members’ thinking preferences, gain invaluable knowledge about effective relationship management, tackle creative problem solving, implement best-practice task-structuring processes and continuously coach and motivate your team members for success. You will also gain on-the-job experience of core competencies, while enhancing your ability to lead more effectively.

Leadership Development Programme for Senior Managers

The Leadership Development Programme for Senior Managers provides you with an advanced skills development intervention that will not only help you grow on a personal level, but will also provide you with the tools and techniques as senior manager to effectively manage teams for critical business success. The programme specifically delves into key areas of mastering personal leadership and interpersonal relationships, enabling and empowering others, taking the lead in creative problem solving, continually coaching and mentoring team members, and most importantly, facilitating change. You will also have the opportunity to explore the significance of different thinking styles on business objectives.

Leadership Development Programme for Municipal Councillors

The Leadership Development Programme for Municipal Councillors provides you with a comprehensive theoretical understanding of and practical competency assessment in Integrated Development Planning (IDP), Local Economic Development (LED), municipal budgeting and financial management as councillor in the local government sphere. The programme covers all relevant legislation, policies, powers and functions of the intergovernmental relations system of South Africa, and introduces you to key indicators and strategies in municipal planning and project implementation processes, IDP and LED preparation and review processes, sustainable municipal budgeting and appropriate financial reporting structures.

See also: Public Administration and Management
Leadership Development Programme for School Principals

The Leadership Development Programme for School Principals introduces principals to the strengths of Whole Brain® facilitation for learning and its application in the classroom. As leaders of often diverse teams of teachers and support staff, principals will learn to understand the thinking preferences of individuals and the impact these preferences can have on effective teaching to enhance effective learning. The entrepreneurial role of schools, both at primary and secondary levels, cannot be negated given the modern and challenging educational ecosystem in South Africa.

For more information about this course, visit www.enterprises.up.ac.za/csi
See also: Education and Teacher Development

Leadership in Four Dimensions

The Leadership in Four Dimensions workshop aims to provide you with a better understanding of yourself, your relationships in the workplace, and your responsibilities when interacting with other leaders in a group and/or leading a team. The workshop covers the National Aeronautics and Space Administration (NASA) model of four-dimensional leadership, and analyses your individual and/or collective group brain profiles and respective integrated leadership styles. You will become familiar with the key four-dimensional contexts of leadership, namely: cultivation; vision; direction; and inclusion. During the workshop, you will also have an opportunity to conduct a self-completion analysis of your own leadership style.

Leadership for Strategic Alignment

The Leadership for Strategic Alignment short course provides you with detailed insights to and practical application of the competencies, skills and leadership contexts that enable all organisational leaders to lead their teams in the successful execution of the organisation’s strategy and objectives. By seeing leadership as a cross-cutting dynamic process throughout the organisation – rather than focusing on individual characteristics – the course specifically covers the principles and practices of communicating leadership, looks at moving beyond management towards leadership, creates a space to formulate and communicate vision and strategy, and establishes a platform to lead transition, institute change and inspire team members.

Management and Leadership to Ensure Successful Change

The short course in Management and Leadership to Ensure Successful Change provides you with the requisite skills and knowledge to align yourself with best-practice initiatives to manage successful organisational change in your role as line- and/or executive manager. During the course, you will be empowered to lead through productive influence in times of change and embrace new dynamic in change management. As a competent manager, you must be able to successfully adapt to change yourself, and the course will help you to apply a holistic approach to change management by aligning your own area of responsibility to the change vision.

See also: Human Capital Management
Online Course in Leadership in the Mining Industry

The **Online Course in Leadership in the Mining Industry** will take you on your own personal development journey in preparation of establishing a unique leadership identity and finding the key to leadership success in the mining sector. Leadership competencies and skills can easily be acquired through a plethora of populist programmes available on the market today. Virtually every bookshop has a vast array of books and self-study material on how to develop leadership skills and competencies. However, few of these programmes ever distinguish between knowing and doing – and none as specific as to leadership development in the mining sector. See also: *Engineering and Technology Management*

Programme in Mentoring and Coaching for Leadership in Education **MCLE**

The **Programme in Mentoring and Coaching for Leadership in Education (MCLE)** equips you with the requisite mentoring and coaching skills in order to improve leadership support in your school for effective teaching and learning outcomes. The programme includes interactive contact sessions, class exercises, group presentations, report writing and personal reflection activities through its community of inquiry (COI) approach. This allows for collaborative participation and peer-assisted learning (PAL) with the aim to develop your leadership abilities and skills in educational environment. The learning activities and examples included in the programme are based on personal experiences and real-life practices of educational leaders. See also: *Education and Teacher Development*

Programme in Empowering Responsible Leaders in Local Government

The **Programme in Empowering Responsible Leaders in Local Government** provides you with a high-level exposition of both the theoretical and practical aspects of responsible leadership as applicable to the local government sphere. The programme covers specific topics of the meaning and application of public sector leadership, political leadership and how these various aspects of leadership can be applied in the workplace. You will also gain invaluable insights to ethical leadership, accountability, social justice and equity as the basis for good governance, and therefore, a clean, transparent and effective local government system that is aligned with the National Development Plan (NDP). See also: *Public Administration and Management | "See index*

Responsible Leadership in Climate Change

The **Responsible Leadership in Climate Change** short course provides you with a better understanding of the current climate change landscape, illustrating how different worldviews affect the way in which different role-players think about and react to the current climate problem. The course covers topics that range from the latest climate research and impacts to the regulatory processes pertinent to greenhouse gases. The course will also illustrate how the principles of responsible leadership can be practically applied to the climate change debate, and enable you to approach the challenges of climate change systematically and from various perspectives in your own context. See also: *Environmental Management and Geophysics*
### Retail Leadership Development Programme (RLDP)

- **COURSE CODE**: P002176
- **MODE OF DELIVERY**: Contact sessions
- **DURATION**: 5 study blocks of 2 days each
- **CERTIFICATE**: Successfully completed

The Retail Leadership Development Programme (RLDP) provides you with a comprehensive skills development initiative that will not only enhance your leadership abilities, but also improve performance in your business area as manager or team leader in the retail industry. The programme specifically covers techniques and concepts that are used to navigate this challenging environment, and aims to give you a better understanding of the systems, strategies, approaches and leadership styles that are important in the outcomes of a successful retail endeavour. During a functional analysis of your retail business position, you will also acquire know-how in securing suitable team members.

*See also:* Property, Retail and Facilities Management

### Enhanced GROW Coaching

- **COURSE CODE**: P003569
- **MODE OF DELIVERY**: Contact sessions
- **DURATION**: 5 contact days
- **CERTIFICATE**: Successfully completed

The short course, Enhanced GROW Coaching, provides you with a platform to capitalise on your own life and work experiences (and relationships) by developing a local coaching model. To effectively develop such a model, this course will help you develop a sensitivity towards the reality and sense-making structures of those you are coaching, while effectively collaborating on the coach–coached relationship and outcomes. The course delves deeper into various psychological theories and popular coaching approaches in a very practical manner, while also focusing on aspects of setting up professional practices, core competencies, ethics, contracts, branding and technological applications.

*See also:* Human Capital Management | Social and Religious Studies

### Practical Team Management Toolkit for First-Level Managers and Supervisors

- **COURSE CODE**: P003570
- **MODE OF DELIVERY**: Contact sessions
- **DURATION**: 3 contact days
- **CERTIFICATE**: Successfully completed

The Practical Team Management Toolkit for First-Level Managers and Supervisors provides you with best-practice tools and techniques to conduct your daily tasks more effectively in your role as first-level manager or supervisor. During the course, you will gain practical insights to team management approaches, specifically in building and managing high-performance teams among front-line employees. You will also acquire the requisite skills to accelerate and stimulate productivity, motivation and performance among your team members. The course also covers aspects of expectations and challenges of being a first-level manager, managing a diverse workforce, designing a team charter and planning for continuing growth.

*See also:* Human Capital Management | Social and Religious Studies
The Retail Management Development Programme (RMDP) equips you with the requisite skills to become more effective in pursuing excellence in terms of your organisation’s goals as middle manager in the retail industry. The programme provides you with an avenue to upskill on your managerial abilities, while focusing on leadership and transformation in retail and wholesale. During the programme, you will gain a better understanding of the manager’s role in human resource management, retail in both the global and South African contexts, operations and supply chain management, product research and development, financial management and accounting, as well as sound labour relations.

See also: Property, Retail and Facilities Management

Supervisory Management Skills

The short course in Supervisory Management Skills provides you with the necessary knowledge and insights to become successful in any supervisory position by focusing on and improving important managerial skills. As manager or supervisor, you often have to manage various operational aspects as well as the people side of business simultaneously, which can lead to situations of great stress or anxiety. During the course, you will acquire the requisite skills to make sound (yet creative) decisions, develop techniques to communicate better, manage and organise your time optimally, manage staff and conflict situations, improve productivity and implement total quality control measures.

See also: Human Capital Management

Supply Chain Management and Logistics

The Whole Brain® Manager short course provides you with an opportunity to explore and manage the mental demands of your daily workplace responsibilities by leveraging your unique thinking preferences to affect the best results from your team members, organisational processes and personal performance. The course will engage your managerial skills through the lens of Whole Brain® Thinking to gain a strong foundation in support of your long-term career-growth plan. The course will empower you to access your full brain power, develop the thinking agility to manage diverse tasks and people, and become more productive and plan for the future more effectively.

See also: Human Capital Management

Analytical and Systems Thinking Skills

The Analytical and Systems Thinking Skills short course provides you with a better understanding and application of various analytical and systems thinking skills that can be used in your role as manager. The course covers fundamental concepts of thinking, different thinking styles (analytical, creative, critical and systems) and thinking processes in collaboration with decision making. You will gain both theoretical knowledge and practical skills in an integrated manner in order to help you thrive in your daily tasks and respective business environment, and ultimately link and interact with the components of a system that are essential to ensure future success.

See also: Information and Communication Technology
The short course in **Conference Diplomacy and Multilateral Negotiations** provides you with practical training in various aspects of chairing international conferences in a culturally sensitive and tactful way where people from different backgrounds come together to discuss pressing matters. The course is presented in the context of a diplomatic practitioner, where experiential learning exercises are used to supplement theoretical approaches. During the course, you will become more familiar with the world of multilateral conferences, the differences between formal and informal conference diplomacy, conference interventions, documents and resolutions, negotiation and decision making processes, as well as preparation of an international conference.

The **Diversity and Team Dynamics** workshop provides you with a full understanding of the nature and role of diversity in the workplace in general and specifically in managing your own team. The workshop covers all practical guidelines for engaging, communicating and working together in diverse teams – essentially using diversity as a positive force rather than as a hindrance. You will be equipped with the requisite knowledge and skills to leverage diversity in a team context, assimilate high-context and low-context cultural guidance (and its affects on workplace relationships), and manage major factors of diversity, including thinking preferences, gender and race.

The **Negotiation Skills** short course will equip you with an essential framework that forms the basis of any type of negotiation and its consequent employment in the business environment. During the course, you will have the opportunity to apply key negotiation principles in practice, while also observing and delivering critique on others during simulated negotiation settings. This approach specifically aims to build your confidence and develop your abilities to negotiate more successfully, but also to deliver measureable improvement in negotiation performance in the workplace by familiarising yourself with all the ins and outs of the negotiation setting for better results.

The **Online Course: Thinking Accelerator® for Personal Development** immerses you in the concepts, principles and application of Herrmann International’s model of Whole Brain® Thinking featuring HBDIinteractive® to not only enhance awareness of your own thinking preferences, but also to guide you in action-planning and problem-solving processes by applying the method to real-life work challenges. The course also covers topics of improved productivity and engaged departmental and/or cross-functional teams; better collaboration, creativity and innovation strategies; increased results across business functions tied to your most important business goals; and the role of Whole Brain® Thinking in customer service delivery and product development.
Reputation Management and the Brain: 
the Key to a Successful Future

| COURSE CODE | P005509 |
| MODE OF DELIVERY | Contact sessions |
| DURATION | 3 contact days |
| CERTIFICATE | Successfully completed |

The short course in **Reputation Management and the Brain: the Key to a Successful Future** provides you with the tools and techniques to activate and use your brain power to develop the ability to lead a team and drastically change the way of thinking around reputation management, integrity and communication. The course prepares you – as future manager – to be a skilful, conceptual and strategic thinker who can find new, innovative ways to create loyalty, manage diverse and independent teams, and retain sustainability. This approach directly links brain capacity and how it forms new pathways towards optimal personal and business success.

Time Management Skills

| COURSE CODE | P005279 |
| MODE OF DELIVERY | Contact sessions (Workshop) |
| DURATION | 1 contact day |
| CERTIFICATE | Attendance |

The **Time Management Skills** workshop provides you with the tools and insights to analyse the way you manage your time to be able to perform more effectively, manage task allocation better and create an appropriate work–life balance. The workshop delves deeper into personal preferences and time management profiles, the principles of time management, identifying and eliminating time wasters, designing and implementing effective work plans to enhance performance, and investigating priorities. During the workshop, you will also have the opportunity to devise a personalised plan to confidently prioritise different elements of your workload and develop a proactive time management strategy.

See also: **Human Capital Management**

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Strategic Management Principles

| COURSE CODE | P001285 |
| MODE OF DELIVERY | Contact sessions |
| DURATION | 4 contact days |
| CERTIFICATE | Successfully completed |

The **Strategic Management Principles** short course provides you with the skills and tools required by middle managers (and business owners) to understand strategic management holistically. The course covers topics of the strategic management process, executing elements of the process (including internal and external environmental and gap analyses), mastering tools of analysis, determining broad and narrow strategies, choosing and implementing appropriate strategies, and debating leadership issues. You will also become familiar with themes around the origins and application of strategy and strategic options, strategic control mechanisms, tools for application, critical insights to leadership issues, as well as influences of organisational culture.

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**FORTHCOMING AND NEW SHORT COURSES**

- Soft Skills for First-Line Managers (P006008)
General Management and Leadership Development

RESEARCH AND ADVISORY SERVICES

**BUSINESS MANAGEMENT**

- Advanced staffing technologies and systems
- Benchmarking against researched world class best practices
- Business development and support
- Business rescue research
- Business turnaround plans and strategies
- Client satisfaction and perception surveys
- Development and review of business plans
- Feasibility and due diligence studies
- Leadership development
- Mentorship and coaching
- Organisation development interventions
- Organisation performance diagnostics
- People balance sheet planning and implementation
- Sector research, surveys and analyses
- Skills, knowledge and competency assessments
- Stakeholder engagement and surveys
- Supporting, mentoring and developing Small, Medium and Micro Enterprises (SMMEs)

**HUMAN CAPITAL MANAGEMENT**

- Assessments and evaluations:
  - Development of assessment centres, facilitation and ongoing support
  - Human rights awareness and impact assessments
  - Job evaluations, grading and profiling advisory services
  - Pre- and post-assessments of training interventions
  - Psychometric assessments
  - Risk assessment and management plans
  - SkillCheck™ – online assessments and testing
  - Skills audits
  - Skills planning and development
- Career path plans review and development (Talent Management)
- Change management
- Employee work attendance diagnostic investigations
- Executive coaching and mentoring
- Leadership framework research and development
- Organisational review, design and restructuring
- Organisational skills development
- Organisational Skills Index (OSI)
- Review and development of HR policies
- Review and development of HR strategic plans
- Surveys:
  - Online and clicker system surveys for employees, clients, markets and research
  - Employee satisfaction and perception surveys
We deploy multifaceted teams of experts that provide customised and innovative research and advisory services for a competitive edge shaped around our ability to put science into practice.

Our operating paradigm is shaped around solutions applications in relation to real-world challenges experienced by our clients, as well as daily challenges in our communities and society. With this in hand, we offer a diverse range of empirical, business-to-business Research Solutions across the full lifecycle of projects:

**SOCIAL STUDIES**

- Conducting baseline assessments
- Curriculum and/or content development
- Development of assessment tools
- Feasibility studies
- Impact evaluations
- Monitoring and evaluation of programme outcomes
- Policy review and development
- Research and studies on various topical areas, including health, education, social development and human sciences
- Stakeholder engagement and surveys

**STRATEGIC PLANNING**

- Alignment of research agendas with strategic plans
- Business process mapping and improvement
- Design and development of business performance and evaluation frameworks
- Design and development of strategic business models
- Facilitation of strategic planning sessions
- Organisational design and structuring
- Organisational diagnostics
- Policy development aligned with business strategies and processes
- Review and development of annual performance plans
- Review and development of strategic plans
- Development and empowerment of clients’ own staff in all of the above

For more information about our full offering of research and advisory services, visit www.enterprises.up.ac.za/research-solutions
The following credit-bearing courses provides you with an entry point to formal degree programmes exclusively presented by the University of Pretoria (with credits afforded towards the specified degree modules):

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<td>Advanced Programme in Labour Relations Management</td>
<td>ABV700</td>
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<tr>
<td>Basic Course in Financial Investigation</td>
<td>FRA710 (20 credits)</td>
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<tr>
<td>Economic Crime Schemes</td>
<td>FRA701 (20 credits)</td>
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<tr>
<td>Fraud Risk Management</td>
<td>FRA702 (20 credits)</td>
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<td>Interviewing Skills for Fraud Examiners and Auditors</td>
<td>FRA708 (20 credits)</td>
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<tr>
<td>Investigation and Management of Cyber and Electronic Crime</td>
<td>FRA707 (20 credits)</td>
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<td>Investigation of Financial Crime</td>
<td>FRA703 (20 credits)</td>
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<td>Labour Relations</td>
<td>ABV320 (20 credits)</td>
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<td>Law for Commercial Forensic Practitioners</td>
<td>FRA704 (20 credits)</td>
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<td>Module in Advanced Module in Basic Taxation (Graduate Level)</td>
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<td>Module in Advanced Module in Basic Taxation (Postgraduate Level)</td>
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<td>Module in Basic Taxation</td>
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<td>Money Laundering Investigation and Detection</td>
<td>FRA705 (20 credits)</td>
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<tr>
<td>Prevention and Detection of Procurement and Contract Fraud</td>
<td>FRA709 (20 credits)</td>
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<td>Programme in Empowering Responsible Leaders in Local Government</td>
<td>OBS781 (20 credits)</td>
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<th>Faculty of Health Sciences</th>
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<tr>
<td>Online Course in higher Exercise Science and Personal Training</td>
<td>FLG331 (18 credits)</td>
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<tr>
<td>Online Course in Neuroscience Visual Skills Testing and Training</td>
<td>FLG211 (12 credits)</td>
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<td>Online Course: Introduction to Neuroscience Coaching</td>
<td>FLG327 (30 credits)</td>
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<th>Faculty of Humanities</th>
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<tr>
<td>Advanced Course in Employee Assistance Programmes</td>
<td>UPO923 (15 credits)</td>
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<tr>
<td>Cross-Cultural Communication</td>
<td>LCC715 (20 credits)</td>
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<tr>
<td>Sport Facilities and Events Management</td>
<td>MBK709 (27 credits)</td>
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<table>
<thead>
<tr>
<th>School of Public Management and Administration</th>
<th>Module code and credits</th>
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<tr>
<td>(credits towards enrolment in the Master’s in Public Administration [MPA])</td>
<td>PAD803 (20 credits)</td>
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<tr>
<td>Strategic Capability and Leadership for Senior Managers</td>
<td>PAD804 (10 credits)</td>
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<td>Programme and Project Management for Senior Managers</td>
<td>FHB800 (20 credits)</td>
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<td>Public Financial Management for Senior Managers</td>
<td>HPB801 (20 credits)</td>
</tr>
<tr>
<td>People Management and Empowerment for Senior Managers</td>
<td>OXA800 (10 credits)</td>
</tr>
<tr>
<td>Public Policy, Problem Solving and Analysis for Senior Managers</td>
<td></td>
</tr>
</tbody>
</table>

Successful completion of credit-bearing short courses entails that a candidate who otherwise complies with all the admission requirements for corresponding formal degree programmes – as published annually in the respective year faculty year books of the University of Pretoria – may upon registering for the formal programme obtain credits for the corresponding degree modules. Normal application processes for admission to formal programmes at the University of Pretoria must be followed. Certificates of successful completion of credit-bearing short courses issued by Enterprises University of Pretoria must be submitted during the application for recognition of allocated credits.

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