

UFS FORM 5: SHORT LEARNING PROGRAMME

SECTION A: CATALOGUE

CODE: HEQC/H06/EMS/SPHDCG

TITLE: High-performing Directors and Corporate Governance

QUALIFICATION TITLE: Non-credit-bearing

NQF LEVEL: 6

NOTIONAL LEARNING HOURS: 600

FORMAL CONTACT TIME: 12 days/72-96 hours – focusing mainly on practical “workshopping”, group work, interactive feedback post- theoretical self-learning, performed by the programme attendees in the weeks preceding contact sessions

LEARNING ASSUMED TO BE IN PLACE:

No formal higher education qualifications are required, but it is assumed that participants will have matric (NQF level 4 of equivalent) with an ability to communicate effectively, that is, use their verbal and non-verbal skills appropriately. Participants that would benefit from this course include (but are not limited to) any corporate governance role-player in South Africa (public and private sector), including directors (executive and non-executive), trustees, directors-general, councilors etc. and participants will embark on situation-specific action learning.

LEARNING OUTCOMES:

Participants will leave the programme with the ability to:

- Grasp the competencies required of directorships / corporate governance roles in South Africa
- Personally benchmark themselves against the high-performance criteria transferred, creating awareness of- and opportunity for personal development
- Practice the fundamental skills required of high-performing directors / corporate governance role players
- Play a key role in the selection of future directors / corporate governance role players onto their governing bodies

BRIEF DESCRIPTION OF CONTENT:

UNIT 1:

Strategy dynamics / Strategic change management – dog eats dog in a cut-throat environment

Facilitation of organisational (corporate or public entity) transformation– and renewal, strategy formulation and –implementation. Interlinking with all other UNITS

UNIT 2:

Corporate governance – the heart of the beat

The roles, functions, duties, responsibilities and liabilities of directors / corporate governance roleplayers, inclusive of generic components of public- and private sector corporate governance- / financial management legislation and codes (e.g. King 2 code), and optimal board composition (including setting standards for-, evaluating- and rewarding member performance). Linking with all other UNITS

UNIT 3:

Sound business principles – business combinations – are you marrying for the money, or for love?

Specifically relating to mergers, acquisitions, and listings – strategic reasoning and philosophy behind these and similar transactions. Interlinking with UNITS 1 and 7.

UNIT 4:

Financial Management and Accounting for Directors / Corporate governance roleplayers – are you reading your map upside down, ms. Managing Director?

Transferring the ability to understand and interpret financial reports as well as knowledge of new reporting trends and advances in accounting standards (also incorporated is basic techniques of financial analysis). Linking to all UNITS.

UNIT 5:

Ethics and risk management – sailing ahead at full-steam? Mind the icebergs ahead, while saving the dolphins around you!

Enabling holistic risk identification, -prioritisation and -mitigation, interlinking with UNIT 1, coupled with business ethics

UNIT 6:

SA Labour Law and other strategic Human Resource issues – people are people, so why should it be, that you and I should get along so awfully?

Highlighting new developments in the human capital management field, interlinking with UNITS 1, 5, 8 – empowering attendees to identify, prioritise and mitigate the most pertinent human capital risks in their respective entities.

UNIT 7:

Dealing with Black Economic Empowerment / Cross-cultural economic participation – to BEE or not to BEE - that is the question...

As the attendees are likely to be diverse in terms of public- and private sector representation, this UNIT allows an ideal opportunity to empower participants on all sides of e.g. a potential BEE / Public Private Partnership transaction in terms of strategy, legislative compliance etc. Interlinkage with UNITS 1, 5 and 8.

UNIT 8:

The typical profile of a competent director / corporate governance role-player – are you a natural-born director / corporate governance roleplayer?

Transferring the key elements (essential elements) of the ideal corporate governance profile to attendees, focussing on the sets of behaviour contributing to the essential (ideal) make-up of a director / corporate governance role-player, including the essentiality of healthy team dynamics and -management. Basic personality analysis and sensitisation of attendees to personality dynamics will form part of this UNIT. Interlinking with all UNITS.

CRITICAL OUTCOMES SUPPORTED BY SHORT LEARNING PROGRAMME:

- The ability to create greater cooperation and work more effectively with others as a member of a team, group, organization, and community – effective building of relationships:
 - Specific applicability to this programme enabling increased effectiveness in terms of team and group dynamics (e.g. board of directors, governing council, etc.)
- The ability to identify and solve longstanding problems:
 - Specific applicability to this programme enabling increased effectiveness in terms of risk identification, -prioritisation, and -mitigation

METHODS OF ASSESSMENT:

Personality assessment, focus groups, individual- and group assignments on individual UNITS (all formative – learning approach)

ASSESSMENT CRITERIA:

These criteria will be based on participants' ability to integrate and comprehend the various aspects within the field of corporate governance. More specifically, the 'products' which the participants will have to deliver in terms of the short learning program are:

- Completion of personality assessments from an Industrial Psychology perspective
- Completion of real-time case studies (in the participants' workplace) on each unit in the program, for feedback to the larger group and / or assessment by presenters
- Completion of theoretical case studies on certain units in the program – for feedback and / or assessment by presenters

ORGANISING FIELD: 3

- (1 = Agriculture and Nature Conservation) (7 = Human and Social Studies)
- (2 = Culture and Arts) (8 = Law, Military Science and Security)
- (3 = Business, Commerce and Management Studies) (9 = Health Sciences and Social Services)
- (4 = Communication Studies and Language) (10 = Physical, Mathematical, Computer and Life Sciences)
- (5 = Education, Training and Development) (11 = Services)
- (6 = Manufacturing, Engineering and Technology) (12 = Physical Planning and Construction)

APPROVAL DATE: 3 October 2006

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DEPARTMENTAL OR PROGRAMME "HOME":

Centre for Business Dynamics, School of Management, Faculty Economic- and Management Sciences (Centre is self-sustained)

DEVELOPER/COORDINATOR:

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