

current thinking practices

business

continuous improvement

modular programme

financial and management accounting

strategy own experience

political and social context

management and leadership

managerial economics

managing people

operations and innovations

Customised
Academic Learning



Associate in Management (AIM) in Management Practice
(Previously known as LAP)

growing leaders in emergent markets



UCT
GRADUATE
SCHOOL OF
BUSINESS

UNIVERSITY OF CAPE TOWN

www.gsb.uct.ac.za/cl

Overview

The UCT Graduate School of Business' Customised Academic Learning Department integrates the ideas underpinning adult learning, systems thinking and action learning to design and deliver accelerated management development in the form of two academic qualifications - an Associate in Management in Management Practice certificate and a Postgraduate Diploma in Management in Management Practice diploma programme.

These programmes are based on an entirely new concept in management education and have been acknowledged as some of the most innovative programmes available in South Africa today. Targeted at practising managers, the programmes' starting point is that the world of management is too complex to lend itself to simple prescriptions and formulaic methods. Thus the programmes emphasise process and knowledge, rather than just technique. The main thrust is on nurturing self-awareness in the relevant institutional and societal contexts, while building analytical and systems thinking skills. This process helps to ensure that students are empowered to tackle fresh problems of all kinds and in any context.

Customised Academic Learning uses a systemic approach to learning that synthesises systems thinking and action learning. The approach provides a well-tried method of accelerating development and teaches managers to handle complex situations more effectively.

It moves from a position of being dependent on experts and striving to accumulate knowledge, to learning *with* and *from* fellow learners. The process integrates the clarifying of problems with action to resolve them, amidst personal and communal reflection. For the duration of the programmes, students will be exposed to cutting-edge ideas - complexity theory, systems thinking and critical management reasoning. They will be exposed to these expert theories, but expected not to accept them at face value and to adapt them to their own situation and experience. In this way they will learn to think differently and more innovatively than others, creating novel forms of advantage for their companies.

Who Should Apply

This programme is intended to fast track the development of junior and emerging managers, team leaders and supervisors. It is ideal for those who have positions of responsibility and who would benefit from honing their management and leadership skills in a context of practical, applied learning.

Benefits

As one of South Africa's leading universities, a qualification from the University of Cape Town is internationally recognised. In addition, EQUIS accreditation ensures that the UCT MBA is accepted as business currency around the world. GSB alumni have access to a worldwide alumni network with more than 15 000 members, in addition to the personal and business relationships and networks forged during the programme.

Learning Methodology

While effective management is not developed in a classroom, the effectiveness of practising managers can be enhanced through classroom education.

Such development needs to take place within a context where participating managers are involved with real managerial work in real organisations and where their developmental endeavours are supported by these organisations. Management development requires students to participate in a social learning process that provides the opportunity for communicative action and interaction. Emphasis needs to be on both the reflective and active dimensions of management.

Learning activities should focus on levels of integration, synthesis and evaluation that go beyond the analytical aspects of management.

The programme must extend beyond the classroom into the job and organisational context, so that management development becomes organisational development. Programme delivery incorporates four processes: the standard lecture room method; guided individual study; open discussion or debriefing sessions; and group and individual projects. The programme also makes use of experiential and simulation gaming - students play a

game relevant to the module that simulates decision-making and tests the theories that are developed during the module. Between modules, students will be expected to apply the theoretical models they have developed to real issues in their environment.

NB: ALL contact hours must be attended throughout the programme to qualify for the accredited certificate.

Entrance Requirements

- Proven five years' work experience with at least three years at junior management level, or applicants with high potential who are being developed for such positions, supported by a documented management track record including a comprehensive curriculum vitae, referee reports and personal motivations.
- National Benchmark Test (NBT). Please visit the site below for information on the NBT and instructions on how to register to write the tests. All applicants are required to write the Academic and Quantitative Literacy Test (AQL - duration, 3 hours). The cost is R60.00. http://www.nbt.ac.za/index.php?option=com_content&view=category&id=48&Itemid=61

Curriculum

Our programmes are geared to off-campus action learning so that, as skills are acquired in the classroom, they are applied practically in the workplace. It is estimated that fully two-thirds of the learning on the programmes happens in the workplace.

Typically our programmes follow a modular design consisting of full-time residential periods (see below for details), followed by an intermodular period of work-based project work integrated into the students' daily work.

The basic structure is designed to minimise the time spent away from work, with the programmes consisting of a total of 25 contact days over a period of approximately 18 months.

The four compulsory modules cover the following areas:

Module 1: Foundations of Systemic Management - the Manager in You

This module is an eight-day module.

It lays the basic framework on which the learning for the whole programme is built, focusing on action learning, systems thinking, creativity and adult learning principles. It includes topics such as: Knowing yourself; Working with others; Understanding your behaviour; Surviving and thriving under stress; Face to face communication; Time management; Achieving personal change; Improving personal creativity; Developing yourself; and Managing successful projects. All topics are related to the students' own work environment and tailored for the sector.

Module 2: Customer and Shareholder Value

This module is divided into two four-day workshops.

It includes topics such as: Planning and controlling costs; Getting to grips with budgets; Organizational finance; Managing resources; Operations management and control; Creating customer value; Managing processes and Quality matters. All topics are related to the students' own work environment and tailored for the sector.

Module 3: Creating Organisational Value

This module is also divided into two four-day workshops.

It includes topics such as: Developing people; Building positive relationships; Building teams that work; Knowing your organization; Coaching improved performance; Building morale; Developing people through mentoring; and Leading change and transformation. All topics are related to the students' own work environment and tailored for the sector.

Module 4: Action Learning Project/Technical Report

This module is consists of a one-day workshop.

It comprises a mini-consultancy in the form of an action learning project which effectively brings about a positive (and necessary) change whilst focusing on the effects on the business, its people, diversity and ethics within the individual student's work environment.

Between each module, work-based assignments will be carried out that aim to provide better and more strategic solutions to each student's real-life work challenges.

Exit Level Outcomes:

Students will be expected to demonstrate the following effectively upon completion of the programme:

- a capacity to operate in ill-defined and unfamiliar territory in areas within their own context;
- a capacity to learn autonomously and professionally, exercising full personal responsibility and initiative within their own context - operating, in the main, within the operational level in their organisation;
- a capacity to critically evaluate their own and others' work with justification within their own context;
- a capacity to continue to learn independently for continuing professional development and evaluate progress of the same within their work context;
- a capacity to recognise and cope with diversity and change and the accompanying complexities within their work context; and
- a capacity to make ethical decisions according to relevant ethical practices, in line with the relevant corporate governance systems within their work context.

Assignments:

The programme is assessed by work-based assignments alone, including action learning topics, reflective learning techniques, group projects and work-based projects as mentioned above.

Whilst these projects are intended to give real returns to both the individual and the organisation, they do require a significant time commitment and therefore support from both employer and family.

Qualification:

The Associate in Management (AIM) in Management Practice is a nationally recognised full qualification accredited by the Centre for Higher Education (CHE) on an NQF 5 level, carrying 120 credits.

Module Dates

Module 1: 22 - 29 Oct 2010

Module 2, Workshop 1: 09 - 12 Mar 2011

Module 2, Workshop 2: 04 - 07 May 2011

Module 3, Workshop 3: 17 - 20 Aug 2011

Module 3, Workshop 4: 05 - 08 Oct 2011

Module 4, Workshop 5: March 2012

These dates are subject to change.

Fees:

INSETA will fund the programme for successful applicants in the form of a bursary. The bursary covers the Application and Tuition fee portions of the programme. It does *not* cover travel, accommodation and meal costs. These costs are for the student's or the company's account. In addition, the bursary does *not* cover the cost of the NBT (see above). Accommodation can be booked at our on-campus hotel, the Protea Breakwater Lodge.

National Benchmark Test (NBT) fee: R60.00

Closing date for applications:

Friday 20 August 2010

For further information:

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