



Business success through people

Management Development Programme (MDP)

**NQF Level 5
(16 days)**

A modular based Management Development Programme. The programme is made up out of eight training units, with different modules each addressing a specific skill or area of knowledge needed by anyone directly responsible for managing the work force. The duration of the different training units is 2 days per unit. After the completion of each unit the delegates will be given tasks to complete. This will ensure that the transfer of knowledge is completed and that the delegates fully understand what they have learned and how to implement it back into the working environment. The 8 units are described below.

UNIT 1:

MANAGER'S TOOLKIT

MODULE 1 – The Role Of The Manager

Module objectives:

- To create an understanding of the Manager's relationship with others - role map and role problems.
- To ensure a full understanding of the demands, constraints and choices of a Manager.
- To provide a logical link between the role of the Manager and the priorities of the Organisation.

MODULE 2 – Planning, Organising And Control

The module concentrates on the concepts of Planning and Organising and control in the working environment.

Module objectives:

- To create an awareness of the Leaders' activities, priorities, time breakdown, danger signals of poor Organisation and time wasting activities.
- To provide a full understanding of the means of organising a workday by discussing short term planning, urgent vs. important tasks, how to control paperwork, and the daily routine.
- To provide guidance in the identifying and planning of tasks which have to be done regularly.
- To guide delegates on how to effectively deal with interruptions by using organising skills.
- To provide guidance in the use of simple charts to display the availability and capability of people and equipment to be used for effective planning and organising of resources.
- To provide the skills and knowledge needed to use planning charts for scheduling of work.
- To ensure a full understanding of the concept of casual / scheduled staff and averaging of hours.

MODULE 3 – Problem Solving And Decision making

Module objectives:

- To create an understanding of the thinking processes behind problem solving and decision making.
- To provide guidelines for the use of a systematic approach to problem solving and decision making.

To provide the delegates with techniques for analysing problems and generating solutions

UNIT 2:

LEADERSHIP AND TEAMWORK

MODULE 1 - Leadership

Module objectives:

- To provide delegates with a full understanding of the concept of Leadership, a basic model of leadership and the different leadership styles.
- To provide a full understanding of Situational leadership, power orientations and maturity levels on management transactions.

MODULE 2: Teamwork

Module objectives:

- To explain the concept of Team Development, the role individuals play in teams and the characteristics of effective teams.
- To provide delegates with a basic understanding of Team building processes and techniques.

MODULE 3: Participative Management

Module objectives:

To ensure a full understanding of the psychology of Participative management and provide delegates with the skills needed to effectively apply these management strategies in the workplace

UNIT 3:

MENTORSHIP, COACHING AND COUNSELLING

Module objectives:

- To prepare prospective Mentors to successfully fulfil the role of being a mentor/ coach.
- The programme is divided into two parts:
- The first part of the programme provides an overview of the role, functions, benefits and pitfalls of a mentoring relationship. The second part of the programme provides the Mentor with practical opportunities to plan, manage and evaluate the Mentorship process.
- Day two of the programme is devoted to clarifying the responsibility of a Manager in terms of counselling, coaching and giving of job instructions / delegation. These functions are explained and a systematised approach to these actions is provided in this module.
- Module objectives:
- To provide the necessary skills for effective coaching and counselling.
- To provide the necessary understanding of the Manager's role by discussion of a structured approach to delegation and the three phases of job instruction.
- To guide delegates in the use of the appropriate Management style when providing job instruction.

UNIT 4:

THE "PEOPLE" FACTOR

MODULE 1 – Interpersonal Skills

This module provides individuals with the necessary interpersonal skills needed in their working environments on a day-to-day basis.

Module objectives:

- To provide participants with steps in determining and achieving their aims and goals.
- To determine means of obtaining a positive attitude to life in order to achieve win-win situations.
- To provide inputs regarding how we relate to others by focusing on criteria for good communication, listening and non-verbal communication.
- To explore the value of transactional analysis.
- To provide participants with techniques to improve assertive behaviour.
- To provide opportunities for participants to maximise their performance by coping with stress and managing time.

MODULE 2 – Motivation

This module aims to provide the delegate with a full understanding of the behavioural aspects involved in motivation of people at work. It further provides the delegate with guidelines on actions and responsibilities of the Manager in terms of motivation of their subordinates. The module is presented in two sections.

Module objectives:

- To create an understanding of the reasons why people work and what it is that motivates different kinds of people.
- To provide insight into the influence of the Manager on "hygiene factors" and "motivators" and the importance of the group.

UNIT 5:

COMMUNICATION ASSERTIVENESS AND INFLUENCING SKILLS

MODULE 1 - Communication

This module concentrates firstly on oral and written communication in the working environment.

Guidance is also provided in terms of recognised internal communication processes.

Module objectives:

- To provide background on communication theories and to help the individual to identify current communication practices in their working environment.
- To create a full understanding of how we listen, explain the use of different kinds of questions and provide guidelines on how to improve listening and questioning skills.
- To provide guidelines on the make of presentations to groups of people inside the working environment.
- To provide guidelines on the writing of effective internal memo's and reports.

MODULE 2 - Assertiveness and Influencing Skills

This part of the unit provides the delegate with coping skills in the handling of difficult situations. This is done by providing the necessary background to understand the behaviour of others and of themselves.

Module objectives:

- To create an understanding of the distinction between being assertive, aggressive and passive in terms of behaviour.
- To ensure full understanding of the basis of power and influence, influencing strategies how to effectively use influencing skills

UNIT 6:

CUSTOMER CARE FOR MANAGERS

The programme focuses on the individual's role as a manager of Customer Service. Managers are given the skills that will enable them to guide their staff towards providing better service to both internal and external Customers. The manager is also taught how to keep the process of Excellence in Customer Service alive.

Objective:

The aim of the programme is to provide the manager with guidance in the management of their staff who are responsible for customer contact by focusing on the role of the manager in the following instances :

- As a Leader of the process.
- In encouraging staff to develop better ways of providing service.
- In selecting the best people as front line staff.
- In fostering a Learning Culture.

In maintaining interest and enthusiasm in the Customer Service process.

UNIT 7:

MANAGING CHANGE

This unit deals with the concept of change in the working environment and particular in relation to the responsibilities of the Manager.

Objectives:

Section 1: Change and the Manager

The perceptions of change in an Organisation and the role of a Manager in managing this change are discussed. Delegates are also provided with a systematic approach to effectively manage change.

Section 2: Nothing to fear but fear itself?

This module provides guidelines to coping with the more common misgivings about change, which Managers may encounter, from their work group.

This unit deals with the concept of change in the working environment and particular in relation to the responsibilities of the Manager.

UNIT 8:

STRESS MANAGEMENT

Overall Objectives

The aim of this programme is to enable trainees to identify, describe and manage stress as barriers to effectiveness in inter personal situations.

Sub Objectives

- Understand the basic components of stress, stressors and how it relates to human behaviours.
- Identify elements that cause job related stress
- Describe the elements included in the make up of an individual that cause stress vulnerability.
- Explain the impact of stress on job performance.
- Describe at least two basic types of stress management interventions.
- Describe the concept of self-management and the impact thereof on stress and the individual.
- Identify at least two stress management techniques.