



EFFECTIVE LEADERSHIP

INFORMATION
BROCHURE

NQF
LEVEL **5**

**GENERAL
MANAGEMENT
LEARNERSHIP**



Qualification Overview

The *Effective Leadership* Modules are informed by the National Certificate in Generic Management SAQA ID 59201 and in particular National Certificate 60269: General Management. The courses, or modules, are designed to be used in several ways – either as a stand-alone course, as part of a Skills Programme, or as part of a full Learning Programme, or Learnership. The full programme consists of 24 Unit Standards containing 162 credits, which are then developed into courses.

These Unit Standards have been divided into eight smaller Skills Programmes, each of which contains a mixture of fundamental, core and elective courses.

Purpose and audience

The programme is for people involved in administration in commercial or non-commercial organisations who want to sharpen their applied Leadership Skills in a workplace context. These are individuals who might be at various levels in administrative, sales, or junior management positions. They apply standard leadership skills every day in their workplace interactions.

The goal of the course is well-planned, well-organised and efficient management of resources and appropriate and constructive interactions with people in the business environment.

SKILLS PROGRAMMES

SKILLS PROGRAMME 1 LEADERSHIP

OVERVIEW

The 1st Skills programme, Leadership, is based on three modules:

- Leadership in the Workplace
- Building Teams
- Empower Team Members

MODULE 1: LEADERSHIP IN THE WORKPLACE

Overview

Leadership in the Workplace is based on US 120300 'Analyse leadership and related theories in a work context'. The Unit Standard will be useful to learners who are working within the Public Sector, Local Government, a commercial or community environment. It will enable learners to gain insight into the role of leadership within a work context and thus provide them with the skills and knowledge needed to add value to their jobs. It will also provide value to public officials who are involved in integrated development planning or public sector management and administration specialists. Qualifying learners will be able to explain the concept of leadership, differentiate between leadership and management, analyse and compare leadership theories and apply the different roles and qualities of leadership in a work context.

MODULE 2: BUILDING TEAMS

Overview

Building Teams is based on US 252037 'Build teams to achieve goals and objectives'. The Unit Standard is intended for managers in all economic sectors, typically second level managers such as heads of department, section or division heads who may have more than one team reporting to them. Qualifying learners will be able to demonstrate knowledge of, and insight into, the theory of teams and the importance of teams in workplace activities. They should be able to apply the theory of teams to team dynamics and also explain the process of building teams. They should be able to analyse the role of the team leader in promoting effective teams. In addition, they should also be able to evaluate the effectiveness of a team and propose ways of improving team effectiveness.

MODULE 3: EMPOWER TEAM MEMBERS

Overview

Empower Team Members is based on US 15224 'Empower team members through recognising strengths, encouraging participation in decision making and delegating tasks'. This unit standard is also intended for managers in all economic sectors. They could be second-level managers such as heads of department, section heads or divisional heads who might have more than one team reporting to them. Qualifying learners will be able to recognise team member performance, encourage participation in decision-making, delegate tasks, review decisions and the progress with delegated tasks.

THIS MODULE COMPRISES 16 TOPICS

- Topic 1: What is Leadership?
- Topic 2: Roles and qualities of leaders
- Topic 3: The difference between leadership and management
- Topic 4: Managers: Roles, qualities, accountability and responsibility
- Topic 5: Leaders: Roles, qualities accountability and responsibility
- Topic 6: Accountability and responsibility pertaining to leaders and managers in terms of advantages and disadvantages
- Topic 7: Comparison of roles of leaders and managers
- Topic 8: Leadership Theories 1: The trait theory
- Topic 9: Leadership Theories 2: The situational / contingency theory

THIS MODULE COMPRISES 12 TOPICS

- Topic 1: Building teams to achieve goals and objectives
- Topic 2: Team versus group characteristics and interactions
- Topic 3: The unique roles and characteristics of the various types of teams and their challenges
- Topic 4: The dynamics of teams
- Topic 5: Interpersonal factors in team conflict
- Topic 6: Constructive conflict resolution through trust, cohesion, creativity and productivity in teams
- Topic 7: Stages in team development
- Topic 8: Steps in the team building process
- Topic 9: Role of the team leader in promoting team effectiveness

THIS MODULE COMPRISES 8 TOPICS

- Topic 1: Understanding what is expected of team members
- Topic 2: Managing performance
- Topic 3: Feedback
- Topic 4: Decision-making
- Topic 5: Negotiation strategies
- Topic 6: Prepare to delegate tasks
- Topic 7: Check success of delegation
- Topic 8: Review delegated tasks

Topic 10: Leadership Theories 3: The behavioural theory
 Topic 11: Leadership Theories 4: The moral theories
 Topic 12: Roles and qualities within leadership contexts
 Topic 13: Leadership styles
 Topic 14: Role models
 Topic 15: Apply leadership theory
 Topic 16: Formulate own leadership theory

Topic 10: The impact of different leadership styles in promoting team effectiveness
 Topic 11: Evaluating Team Effectiveness by assessing the team against high performance team characteristics
 Topic 12: Action planning for improvements in team effectiveness

SKILLS PROGRAMME 2 BEST PRACTICE MANAGEMENT

OVERVIEW

The 2nd Skills programme, Best Practice Management, is based on three modules:

- Best Practice
- Ethics
- Knowledge Management

MODULE 1: BEST PRACTICE

Overview

Best Practice is based on US 252042 'Apply the principle of ethics to improve organisational culture.' It discusses how to apply the concept of best practice to the unit, analyse current practices in the unit in relation to identified best practices, decide on the best practices to be adopted in the unit, formulate recommendations for implementing best practice, as well as how to draw up a plan for implementing best practices.

MODULE 2: ETHICS

Overview

Ethics is based on US 252042 'Apply the principle of ethics to improve organisational culture'. This module explains how to apply the principles of ethics to improve organisational culture. It discusses how to demonstrate understanding of the relationship between values, ethics and organisational culture and its impact on achieving goals and objectives, apply the concept of corporate ethics to a unit, analyse the role of corporate governance within an entity, analyse a unit in relation to the principles of corporate ethics, as well as how to formulate recommendations for strengthening shared organisational values, the code of conduct, and ethical practices.

MODULE 3: KNOWLEDGE MANAGEMENT

Overview

Knowledge Management is based on US 252044 'Apply the principles of knowledge management'. The module covers management techniques used in the workplace. It is part of a series of Unit Standards that deal with effective workforce practices. After completing this course, learners should be able to demonstrate knowledge and understanding of knowledge management concepts and components; analyse a unit's knowledge management practices; and implement a knowledge management implementation plan for a unit.

THIS MODULE COMPRISES 8 TOPICS

Topic 1: Identifying Best Practices
 Topic 2: World-class Best Practice
 Topic 3: Analyse your Organisation
 Topic 4: Decide on the Best Practices to be Adopted
 Topic 5: Formulate and Communicate Recommendations
 Topic 6: Draw up a Plan
 Topic 7: Planning for Contingencies
 Topic 8: Monitoring Implementation

THIS MODULE COMPRISES 10 TOPICS

Topic 1: Values, Ethics and Organisational Culture
 Topic 2: Complexity of Ethics, Values and Codes
 Topic 3: Impact on Triple Bottom Line
 Topic 4: Imperatives for SA: Codes and Acts
 Topic 5: The Role of Corporate Governance
 Topic 6: Ethical Practices
 Topic 7: Tools to Analyse Conduct
 Topic 8: The Implementation Plan
 Topic 9: The Manager's Roles and Responsibilities
 Topic 10: Communication and Monitoring

THIS MODULE COMPRISES 10 TOPICS

Topic 1: The Knowledge Challenge
 Topic 2: What is Knowledge?
 Topic 3: The Knowledge Economy
 Topic 4: What is Knowledge Management? (Part 1)
 Topic 5: What is Knowledge Management? (Part 2)
 Topic 6: The Knowledge Management System
 Topic 7: Solving the Knowledge Challenge (Part 1)
 Topic 8: Solving the Knowledge Challenge (Part 2)
 Topic 9: Solving the Knowledge Challenge (Part 3)
 Topic 10: Knowledge Management Case Study

SKILLS PROGRAMME 3 FINANCIAL MANAGEMENT

OVERVIEW

The 3rd Skills programme, Financial Management, is based on two modules:

- Analyse Finance with Mathematics
- Manage Finances

MODULE 1: ANALYSE FINANCE WITH MATHEMATICS

Overview

Analyse Finance with Mathematics is based on US 252036 'Apply mathematical analysis to economic and financial information'. The module covers the application of mathematical techniques to financial and economic data found in the workplace. After completing this course, learners should be able to collect, record and organise relevant financial and demographic data; apply mathematical techniques to data and calculate the time value of money for a variety of transactions; and represent economic data in graphical and numerical summaries with confidence.

MODULE 2: MANAGE FINANCES

Overview

Manage Finances is based on US 252040 'Manage the finances of a unit'. The module is intended for managers in all economic sectors who have more than one team reporting to them. On completion of this module the learner will be able to demonstrate an understanding of the key concepts of managerial finance, interpret financial statements, draft financial forecasts, draft budgets according to operational plans of the unit and supervise the financial management of a unit against given requirements.

THIS MODULE COMPRISES 10 TOPICS

- Topic 1: What is Data?
- Topic 2: Sample Statistics
- Topic 3: Representing Discrete Data
- Topic 4: Comparison of data
- Topic 5: Correlation
- Topic 6: Grouped data
- Topic 7: Analysis of financial data
- Topic 8: Interest
- Topic 9: The effect of time on the value of goods
- Topic 10: Annuities

THIS MODULE COMPRISES 16 TOPICS

- Topic 1: The Accounting Cycle
- Topic 2: The Role of Budgeting and Forecasting in the Planning Process
- Topic 3: The Accounting Conventions explained
- Topic 4: Financial Statements explained, analysed and evaluated for accuracy
- Topic 5: Profitability and Liquidity Ratios
- Topic 6: Ratios applied to measure the Working Capital and Asset Utilisation
- Topic 7: Ratios used to measure the Return of an Entity and recommendations follow the results of the ratios.
- Topic 8: Preparing Financial Forecasts
- Topic 9: Factors to consider when preparing Financial Forecasts
- Topic 10: Incorporating relevant factors when preparing Financial Forecasts
- Topic 11: Budget Plans and Operational Objectives
- Topic 12: Operational Objectives according to the Strategic Plan
- Topic 13: The Budget is formulated according to Standard Operating Procedures
- Topic 14: Review and Modification of the Draft Budget
- Topic 15: Financial Management and Monitoring systems
- Topic 16: Policies, Procedures and Corrective action

SKILLS PROGRAMME 4 RELATIONSHIP MANAGEMENT

OVERVIEW

The 4th Skills programme, *Relationship Management*, is based on three modules:

- Communication techniques
- Workplace relationships
- Emotional intelligence

**MODULE 1:
COMMUNICATION TECHNIQUES**

Overview

Communication Techniques is based on US 12433 'Use communication techniques effectively'. The module covers communication techniques used in the workplace. It is part of a series of Unit Standards that deal with workplace communication and working with communication. After completing this course, learners should be able to communicate at work; collect and use information; communicate with clients; compile workplace reports and communicate in an assertive manner with clients and fellow workers.

**MODULE 2:
WORKPLACE RELATIONSHIPS**

Overview

Workplace Relationships is based on US 252027 'Devise and apply strategies to establish and maintain workplace relationships'. This module explains how to devise and apply strategies to establish and maintain workplace relationships. It discusses how to liaise and network with internal and external stakeholders of an organisation; devise and apply a strategy to establish constructive relationships with team members in a unit; devise and apply a strategy to establish constructive relationships with managers; and finally, how to identify and resolve conflict in the workplace.

**MODULE 3:
EMOTIONAL INTELLIGENCE**

Overview

Emotional intelligence is based on US 252022 'Apply the principle and concepts of emotional intelligence to the management of self and others'. This module explains how to demonstrate knowledge and understanding of the principles and concepts of emotional intelligence in life and work situations. Learners will be able to analyse the role of emotional intelligence in personal and interpersonal relationships in life and work situations, and analyse and have an understanding of emotional intelligence in life and work interactions. They will be able to evaluate their own level of emotional intelligence in order to determine areas they can develop.

THIS MODULE COMPRISES 16 TOPICS

- Topic 1: Introduction to Communication
- Topic 2: Listening skills
- Topic 3: Communication techniques
- Topic 4: Written communication
- Topic 5: Meetings
- Topic 6: Formalities
- Topic 7: Running a meeting
- Topic 8: Minutes of a meeting
- Topic 9: Communicating in writing
- Topic 10: Different types of formal letters
- Topic 11: Electronic mail
- Topic 12: Business reports
- Topic 13: Presentation Techniques
- Topic 14: Preparation for presentation
- Topic 15: You and your audience
- Topic 16: Putting it all together

THIS MODULE COMPRISES 12 TOPICS

- Topic 1: Why Good Working Relationships are Essential
- Topic 2: Workplace Networks in Building Relationships
- Topic 3: Networking with Stakeholders (Part 1)
- Topic 4: Networking with Stakeholders (Part 2)
- Topic 5: Networking Skills, Techniques and Methods (Part 1)
- Topic 6: Networking Skills, Techniques and Methods (Part 2)
- Topic 7: Managing Team Member Relationships (Part 1)
- Topic 8: Managing Team Member Relationships (Part 2)
- Topic 9: Communication and Consultation with Managers (Part 1)
- Topic 10: Communication and Consultation with Managers (Part 2)
- Topic 11: Dealing with Conflict in the Workplace (Part 1)
- Topic 12: Dealing with Conflict in the Workplace (Part 2)

THIS MODULE COMPRISES 8 TOPICS

- Topic 1: What is Emotional Intelligence?
- Topic 2: Leadership and Emotional Intelligence
- Topic 3: EQ Life Skills: Self-Awareness (Part 1)
- Topic 4: EQ Life Skills: Self-Awareness (Part 2)
- Topic 5: EQ Life Skills: Self-Management
- Topic 6: EQ Life Skills: Social Awareness
- Topic 7: EQ Life Skills: Relationship Management
- Topic 8: Emotional Intelligence, the Workplace and You

SKILLS PROGRAMME 5 RESULTS-BASED MANGEMENT

OVERVIEW

The 5th Skills programme, Results-Based Management, is based on three modules:

- Project planning
- Operational Management
- Manage Risks

MODULE 1: PROJECT PLANNING

Overview

Project Planning is based on US 252022 'Develop, implement and evaluate a project plan'. The module explains how to develop, implement and evaluate a project plan. It discusses how to select and scope a work-based project for a unit, develop a project plan, develop tools to measure key performance parameters, as well as how to implement the plan and evaluate project progress.

MODULE 2: OPERATIONAL MANAGEMENT

Overview

Operational Management is based on US 252032 'Develop, Implement and evaluate an operational plan'. The goal of the course is to assist managers to develop, monitor and evaluate an operational plan coupled with appropriate and constructive interactions with people within the business environment. The course covers strategic and operational aspects of the business environment and offers strategies and techniques to plan, monitor, evaluate and communicate business plans. It takes participants through the different kinds of workplace situations. The topics provide opportunities for participants to reflect on their own management and leadership practices in the workplace, and use what they have learned to make their practices more effective.

MODULE 3: MANAGE RISKS

Overview

Manage Risk is based on US 252025 'Monitor, assess and manage risk'. This module explains how to demonstrate an understanding of business processes and potential risks to a unit. It discusses how to identify potential risks and how to assess the impact of the risks on a unit. It explains how to develop contingency plans for managing risk, as well as how to test and revise the contingency plans.

THIS MODULE COMPRISES 18 TOPICS

- Topic 1: Choose a Project
- Topic 2: Motivate the Project
- Topic 3: Scope Work and Deliverables
- Topic 4: Principle Work Activities
- Topic 5: Potential Risks
- Topic 6: Change Processes
- Topic 7: Project Objectives
- Topic 8: Stakeholders
- Topic 9: Work Breakdown Structure
- Topic 10: Quality and Communication Management
- Topic 11: Project Planning Tools
- Topic 12: Budget
- Topic 13: Quality Parameters
- Topic 14: Communicate Measurement Tools
- Topic 15: Monitor Implementation
- Topic 16: Monitor Project Results
- Topic 17: Deviations & Corrective Actions
- Topic 18: Evaluate Results

THIS MODULE COMPRISES 16 TOPICS

- Topic 1: Introduction to planning
- Topic 2: Strategic direction
- Topic 3: Goal setting
- Topic 4: Key ingredients of an operational plan
- Topic 5: Situation analysis
- Topic 6: Initiating the plan
- Topic 7: Setting up the operational plan
- Topic 8: Implementing the plan
- Topic 9: Budgeting
- Topic 10: Management control
- Topic 11: Monitoring and evaluation
- Topic 12: Elements of a monitoring and evaluation plan
- Topic 13: Teamwork and teambuilding
- Topic 14: Corrective action
- Topic 15: Performance management
- Topic 16: Reporting

THIS MODULE COMPRISES 13 TOPICS

- Topic 1: The Concept of Risk
- Topic 2: Identifying and Explaining Risk Factors
- Topic 3: The role of the Organisations Policies and Procedures in Risk Management
- Topic 4: Identifying Potential Risk Factors for Critical Processes
- Topic 5: Identifying Scenarios that Could Constitute a Risk
- Topic 6: The Possibility of a Scenario Occurring
- Topic 7: Risk Analysis
- Topic 8: Risk Assessment and Business Impact Analysis
- Topic 9: Contingency Plans for Risk Management
- Topic 10: How to Develop a Contingency Plan
- Topic 11: Communicating Contingency Plans to Stakeholders
- Topic 12: Testing the Contingency Plans
- Topic 13: Monitoring, Reviewing and Improving the Contingency Plan

SKILLS PROGRAMME 6 CHANGE MANAGEMENT

OVERVIEW

The 6th Skills programme, Change Management, is based on three modules:

- A systems-approach to decision-making
- Recommendations for a change process
- Environments that promote innovation

MODULE 1: A SYSTEMS-APPROACH TO DECISION-MAKING

Overview

This module is based on US 252026 'Apply a systems approach to decision-making'. This module explains how to apply critical and analytical skills to analyse an issue or problem; engage with stakeholders in analysing the issue or problem and developing solutions; selecting feasible solutions through a systems approach; and finally, how to formulate and communicate the decision

MODULE 2: RECOMMENDATIONS FOR A CHANGE PROCESS

Overview

Change Management is based on US 252021 'Formulate recommendations for a change process'. This module equips learners with the ability to demonstrate knowledge of, and insight into, the need for change within the context of environment change. From there they will be able to analyse an area requiring a change process, select a model for implementing the change management process, and finally formulate recommendations on implementing the change process.

MODULE 3: ENVIRONMENTS THAT PROMOTE INNOVATION

Overview

This module is based on Unit Standard 252020 'Create and manage an environment that promotes innovation'. After completing this course, learners should be able to analyse their own units in terms of opportunities for innovation; demonstrate understanding of the techniques for promoting creativity; develop a plan for creating an environment conducive to innovation; and lead a team through a creative thinking process.

THIS MODULE COMPRISES 14 TOPICS

- Topic 1: The Systems Model of Decision-Making
- Topic 2: Critical and Analytical Thinking
- Topic 3: The Critical and Analytical Thinker
- Topic 4: Evaluating the Problem
- Topic 5: Analysing the Problem
- Topic 6: Finding solutions to the problem
- Topic 7: Choosing solutions to the problem
- Topic 8: Stakeholders and their Interests
- Topic 9: Identifying Stakeholders
- Topic 10: Stakeholder consulting and communication
- Topic 11: Including stakeholders in the process
- Topic 12: Analysing input and creating solutions
- Topic 13: Finalising the strategy
- Topic 14: Communicate and Implement the strategy

THIS MODULE COMPRISES 11 TOPICS

- Topic 1: The Need for change in Business
- Topic 2: The Nature of Change within Organisations
- Topic 3: Developing a Change Strategy
- Topic 4: Analysing an Area requiring Change
- Topic 5: Selecting a Change Model
- Topic 6: Lewin's 3-Stage Change Model
- Topic 7: Kotter's 8-step Change Model (Part 1)
- Topic 8: Kotter's 8-step Change Model (Part 2)
- Topic 9: Creating a Change Management Plan
- Topic 10: Human Responses to Change
- Topic 11: The Role of Change Leader

THIS MODULE COMPRISES 16 TOPICS

- Topic 1: The Need for Change
- Topic 2: Types of Organisational Change
- Topic 3: Understanding Change Management? (Part1)
- Topic 4: Understanding Change Management? (Part2)
- Topic 5: Planning and Developing a Change Process
- Topic 6: Analysis to Identify Change Issues
- Topic 7: Benefits of Using a Change Model
- Topic 8: Lewin's 3-Stage Model of Change
- Topic 9: Lewin's Force-Field Analysis Change Model
- Topic 10: Kotter's 8-Step Change Model (Part 1)
- Topic 11: Kotter's 8-Step Change Model (Part 2)
- Topic 12: Creating a Change Management Plan
- Topic 13: Human Responses to Change
- Topic 14: The Role of the Change Leader
- Topic 15: Implementation and Transition.
- Topic 16: Best Practices of Change Management

SKILLS PROGRAMME 7 PEOPLE MANAGEMENT

OVERVIEW

The 7th Skills programme, People Management, is based on four modules:

- People Development and Talent Management
- Monitor and evaluate team members
- Selecting and coaching managers
- Recruit and select candidates to fill defined positions

MODULE 1: PEOPLE DEVELOPMENT AND TALENT MANAGEMENT

Overview

This module is based on Unit Standard 252029: 'Lead people development and talent management'. After completing this course, learners should be able to analyse the educational, training and development needs of members of a unit; record the results of the training needs analysis; compile a people development plan for a unit; and manage the implementation of the people development plan of a unit.

MODULE 2: MONITOR AND EVALUATE TEAM MEMBERS

Overview

This course is based on US 252034 'Monitor and evaluate team members against performance'. monitoring and evaluating team members is an integral part of performance management and involves several different elements that will be covered in this module. In this module the focus will be on what performance management is, how to formulate performance standards, what constitutes a performance management system, and how to prepare for, and conduct, a performance review interview.

MODULE 3: SELECTING AND COACHING MANAGERS

Overview

This module is based on US 252035 'Select and coach first line managers'. The module consists of two phases – selecting and hiring first line managers and then coaching them to success. The first phase of the module explains the recruitment process and how to select the right person with the right contribution of skills, attitude and fit for your organisation's culture. The second phase covers the coaching aspect. The focus here is on how to coach the new manager to higher performance. The coaching process includes preparation, relationship building, setting goals and coaching using the GROW model.

THIS MODULE COMPRISES 16 TOPICS

- Topic 1: Introduction to People Development
- Topic 2: Training Needs Analysis
- Topic 3: Collect the data
- Topic 4: Analyse the data
- Topic 5: Talent Management Strategy
- Topic 6: The TNA report
- Topic 7: The People Development Plan
- Topic 8: Choosing a Learning Programme
- Topic 9: Will the Learning Programme Meet the Needs?
- Topic 10: Assign Responsibilities
- Topic 11: Manager's role
- Topic 12: Legal framework
- Topic 13: The National Qualifications Framework
- Topic 14: The Learning Culture
- Topic 15: Monitoring the Plan Implementation
- Topic 16: Implementation and Evaluation Reports

THIS MODULE COMPRISES 10 TOPICS

- Topic 1: Introduction to performance management
- Topic 2: Managing performance through setting standards
- Topic 3: Implementing performance standards
- Topic 4: Performance monitoring systems
- Topic 5: Output-based performance monitoring
- Topic 6: Setting up a performance monitoring system
- Topic 7: Establishing a system for monitoring performance
- Topic 8: Preparing for performance reviews
- Topic 9: Conducting a performance review
- Topic 10: Giving feedback on performance

THIS MODULE COMPRISES 16 TOPICS

- Topic 1: Analysis for a job profile
- Topic 2: Selecting and weighting criteria for Key Results Areas
- Topic 3: Liaison with the recruitment function
- Topic 4: Short listing candidates
- Topic 5: Confirming a post
- Topic 6: Planning the coaching process
- Topic 7: Preparation of performance requirements
- Topic 8: Setting up a system to record coaching
- Topic 9: Building rapport through communication
- Topic 10: The coaching contract
- Topic 11: The coaching session
- Topic 12: GROW model
- Topic 13: Integrity of feedback
- Topic 14: Providing feedback
- Topic 15: Addressing performance issues
- Topic 16: Wrapping it up

MODULE 4: RECRUIT AND SELECT CANDIDATES TO FILL DEFINED POSITIONS

Overview

This module is based on US 12140 'Recruit and select candidates to fill defined positions'. This module is specifically intended for persons who recruit and select people for defined positions within an organisation. It is also intended for those working in the recruitment industry. A person who is credited with this unit standard must be able to prepare, recruit and select suitable candidates according to their ability and potential in an organization or through the personnel recruitment industry.

THE MODULE COMPRISES 14 TOPICS

Topic 1: Recruitment Planning
 Topic 2: Recruitment Procedures
 Topic 3: Recruitment Budget and Advertising
 Topic 4: Selection Criteria
 Topic 5: Avoiding Bias and Discrimination
 Topic 6: Recruitment Plan
 Topic 7: Recruiting According to the Plan

Topic 8: Screening Applicants
 Topic 9: Preparing the List of Candidates
 Topic 10: Conducting Background and Qualifications Check
 Topic 11: Assessing Candidates
 Topic 12: Conducting Interviews According to Best Practices Techniques
 Topic 13: Selecting the Candidate
 Topic 14: Record Keeping

SKILLS PROGRAMME 8 DIVERSITY AND CONFLICT MANAGEMENT

OVERVIEW

The 8th Skills programme, *Diversity and Conflict Management*, is based on three modules:

- Manage a diverse workforce to add value
- Interpret and manage conflicts within the workplace
- Conduct negotiations to deal with conflict situations.

MODULE 1: MANAGE A DIVERSE WORKFORCE TO ADD VALUE

Overview

This module is based on US 252043 'Manage a diverse workforce to add value'. With the world becoming more mobile, diversity has taken on a new importance in the workplace. In this module learners will study strategies for removing barriers, understanding stereotypes, and encouraging diversity in the workplace. By the end of this module learners will come to understand what diversity is about and how they can help create a more diverse world at work. They will learn how diversity benefits the workplace and how to effectively manage it to add value to the organisation. They will be instructed to use skills such as active listening to receive messages in a diverse population; employ effective questioning techniques and manage conflict in a diverse environment.

THE MODULE COMPRISES 16 TOPICS

Topic 1: Defining Diversity
 Topic 2: Understanding discrimination
 Topic 3: Effect of diversity on organisational relationships
 Topic 4: Understanding stereotypes
 Topic 5: Benefits of diversity for the organisation
 Topic 6: Enhancing relationships and productivity through diversity
 Topic 7: Goal setting to enhance diversity
 Topic 8: Marketing in a diverse environment
 Topic 9: Factors that drive diversity
 Topic 10: Leading a diverse team
 Topic 11: Communicating in a diverse environment
 Topic 12: Sensitivity skills in a diverse work environment
 Topic 13: Dealing with conflict
 Topic 14: Dealing with discrimination
 Topic 15: Learning from conflict
 Topic 16: Wrapping it up

MODULE 2: INTERPRET AND MANAGE CONFLICTS IN THE WORKPLACE

Overview:

This module is based on US 114226 'Interpret and manage conflicts within the workplace'. After completing this course, learners should be able to describe the main sources of conflict; explain what appropriate techniques in conflict management entail; describe the appropriate action plan and strategies to manage conflict; and describe the attributes of an effective conflict manager.

THE MODULE COMPRISES 10 TOPICS

Topic 1: What is Conflict?
 Topic 2: Possible Sources of Conflict
 Topic 3: Positive and Negative Characteristics of Conflict
 Topic 4: Organisational Conflict Modes
 Topic 5: Describing Conflict Using Transactional Analysis
 Topic 6: Conflict Management Techniques – Part 1
 Topic 7: Conflict Management Techniques – Part 2
 Topic 8: Conflict Resolution and the Labour Relations Act
 Topic 9: Selecting a Conflict Resolution Strategy and Adopting an Action Plan
 Topic 10: How to be an Effective Conflict Manager

MODULE 3: CONDUCT NEGOTIATIONS TO DEAL WITH CONFLICT SITUATIONS

Overview:

This module is based on US 117853 is based on US 117853 'Conduct negotiations to deal with conflict situations'. This course is designed for those who negotiate in dealing with conflict situations. A learner credited with this standard will have to be able to prepare for, conduct, conclude and evaluate negotiations

THE MODULE COMPRISES 14 TOPICS

Topic 1: Conflict Situations and Negotiations
 Topic 2: The Purpose of Negotiations
 Topic 3: Negotiation Strategies and Processes
 Topic 4: Negotiation Ranges
 Topic 5: Identifying Stakeholders
 Topic 6: Communicating with Stakeholders
 Topic 7: Identifying Negotiation Tactics
 Topic 8: Engaging in Negotiations
 Topic 9: Conducting Negotiations
 Topic 10: Negotiation Skills
 Topic 11: Identifying, Exploring and Explaining Negotiation Options
 Topic 12: Presenting Outcomes and Taking Action
 Topic 13: Communicating Outcomes to all Stakeholders
 Topic 14: Evaluating Negotiations Processes

ENQUIRY FORM

TO HAVE ONE OF OUR SALES CONSULTANTS CONTACT YOU, PLEASE COMPLETE THIS ENQUIRY FORM AND FAX OR EMAIL TO:

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