Business Management and Entrepreneurship

ENTERPRISES
University of Pretoria

Business Management and Entrepreneurship

SHORT COURSES | ADVISORY SERVICES

Shifting knowledge to insight

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

enterprises.up.ac.za

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.***

TRAINING SOLUTIONS

*We are committed to lifelong learning and offer a unique selection of more than **500 short courses** across **20 fields of industry**. We also provide a choice of different training options that suit your needs and range from **scheduled short courses** and **online** and/or **blended courses** to **Continued Professional Development (CPD)** courses and **customised corporate training** to meet the growing demands of the changing global business and professional environments.*

Choose from a variety of career-focused training options customised to your needs.

The best selection of training solutions customised to your own identified skills development needs.

Maximise career-growth opportunities within all industries and places of work.

Enrol in specialised training programmes and short courses for industry-aligned learning experiences.

Access training around the clock and complete it at your own pace.

Online and blended (hybrid) courses provide access to training opportunities anywhere and at any time.

Keep up with the latest developments in your field of expertise.

Complete CPD courses* to maintain your professional status and keep your expert knowledge up to date.
*(*Registered with various local and international professional industry bodies.)*

Take your knowledge to the next level with an entry point to formal qualifications.

With select credit-bearing* courses, you can start building your portfolio towards degree outcomes.
*(*Credits are afforded in specified circumstances only and exclusively to formal degree programmes presented by UP. See the index for more details on credit-bearing courses and applicable programmes.)*

Earn a certificate by a world-class, top-ranked* university.

Receive a certificate** of either successful completion or attendance issued by the University of Pretoria.
*(*QS World University Rankings. **Relevant assessment criteria apply to the specific certificate earned.)*

 © Enterprises University of Pretoria (Pty) Ltd

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.*

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.

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.

SOLUTIONS-DRIVEN APPROACH

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:

1

Work readiness development.

W

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.

O

Develop capacity and equip designated employees with professional skills aligned with industry needs.

3

Community engagement.

R

Ignite change in communities through experiential training and innovative business opportunities.

4

Enterprise and supplier development.

K

Invest in small business entities and start-ups that aspire to be more effective, efficient and sustainable.

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.

Business Management and Entrepreneurship

As we are seeing more and more updated models of work (such as freelancing and remote work) become the norm, the 21st century is driving teams to be more flexible, adaptive and responsive to quick changes in the work environment.[1] This also means that companies and other organisations need to start looking beyond the "not my problem" mindset when it comes to skills acquisition, but take the upskilling (and even re-skilling) of their employees much more seriously. Not only will this provide in-depth insights into employment opportunities, but also help to encourage and foster further high-impact intrapepreneurs all round.

Just as entrepreneurs are equipped with creative ideas, visions of the future and a willingness to challenge the status quo, empowered employees can also play a vital role in society and the global economy.[2] Through our range of **Business Management and Entrepreneurship** products and services, we can provide you with concrete solutions to drive change by giving you access to a one-stop-shop to make global business and policy practices more transparent, inclusive and sustainable. From business processes and models to business rescue and start-ups, we have you covered with the most updated practices for a proactive operational environment.

1. World Economic Forum (Kasriel, S.). 2017. *Skill, re-skill and re-skill again. How to keep up with the future of work.* Available at https://goo.gl/sAvvsr.
2. World Economic Forum. 2011. *Global entrepreneurship and the successful growth strategies of early-stage companies.* Available at https://goo.gl/3cNJ1M.
3. World Economic Forum (Chakravorti, B.). 2016. *Business needs to take a leading role in sustainable development*. Available at https://goo.gl/U6kLmq.
4. World Economic Forum. 2017. *Accelerating workforce reskilling for the Fourth Industrial Revolution.* An agenda for leaders to shape the future of education, gender and work. Available at https://goo.gl/SwKQMv.

90%

The private sector's contribution to the world's job market.[3]

35%

of the skills demanded for jobs across industries will change by 2020.[4]

Change Management

COURSE CODE
P002559

MODE OF DELIVERY
Contact sessions

DURATION
3 contact days

CERTIFICATE
Successfully completed

The **Change Management** short course focuses on the competencies required to ensure successful change in an era where the challenges of change require managers to apply a holistic approach in change management. Research has highlighted various reasons for change failure, including failing change management competence, resistance to change, the inability of managers to deal with resistance, poor strategic alignment, a lack of leadership visibility and support, as well as poor transition leadership. During this course, you will learn to align yourself with best practices in managing successful change and how to lead through productive influence in times of imminent change.

See also: *Human Capital Management*

Patent Law

COURSE CODE
P002997

MODE OF DELIVERY
Contact sessions

DURATION
10 study blocks of 4 days each (4 hours per day)

CERTIFICATE
Successfully completed

The short course in **Patent Law** focuses on the protection for new inventions whereby you will discover which inventions are eligible to be patented, when and how a patent originates, what a patent entails, how long a patent endures and who owns it. You will also gain know-how of circumstances where inventions may be used by others who do not own the patent and when infringement of a patent occurs. The course also looks at remedies available to deal with these infringements and you will gain invaluable knowledge of international treaties and how they influence patents in South Africa.

See also: *Law and Human Rights*

Ethics in Business and Professions

COURSE CODE
P005418

MODE OF DELIVERY
Contact sessions (Workshop)

DURATION
1 contact day

CERTIFICATE
Successfully completed

The **Ethics in Business and Professions** workshop will equip you with the knowledge and skills required to understand ethics in business and professions, as well as to create an awareness of formal ethics management or governance structures that can be implemented in organisations in order to build a sound ethical organisational culture. This workshop can be customised for different professionals, including accountants, auditors, lawyers, advocates, engineers, medical practitioners and individuals who are involved in governance and ethics in their organisations. The workshop will also benefit human resource practitioners, governance, ethics or integrity unit staff, as well as administrative staff.

See also: *Financial Management and Taxation*

Strategic View on B-BBEE

COURSE CODE
P003641

MODE OF DELIVERY
Contact sessions (Workshop)

DURATION
1 contact day

CERTIFICATE
Attendance

The **Strategic View on B-BBEE** workshop focuses on broad-based black economic empowerment in a commercial context and facilitates strategic thinking and decision making in your organisation's approach to implementing it successfully. The workshop is designed to assist you with a practical understanding of the different relevant pieces of legislation, including the B-BBEE Amendment Act, the Code of Good Practice, the Preferential Procurement Policy Framework Act (PPPFA) and the Preferential Procurement Regulations. B-BBEE should be seen as a tool that can be used to contribute to long-term sustainability and job creation, and to address the country's growth and poverty challenges.

See also: *Human Capital Management*

 © Enterprises University of Pretoria (Pty) Ltd

Business Management

COURSE CODE
P001810

MODE OF DELIVERY
Contact sessions

DURATION
5 contact days

CERTIFICATE
Successfully completed

The **Business Management** short course will introduce you to the fundamentals of business management, including the techniques, processes and procedures for sound business acumen. You will not only gain theoretical and practical knowledge of basic managerial competencies, but you will also develop the requisite skills for more effective workplace performance and enhanced organisational productivity. The course also gives you a closer look at developing relevant marketing material, interpreting organisational performance with financial ratios, drawing up income statements and balance sheets, identifying and optimising value-adding activities, as well as strategising on the basis of the results of micro- and macro-environmental analyses.

Contract Management

COURSE CODE
P000287

MODE OF DELIVERY
Contact sessions

DURATION
3 contact days

CERTIFICATE
Successfully completed

The short course in **Contract Management** is ideal if you seek to acquire the necessary practical skills in effectively managing and administrating contracts for goods and services. Contract management refers to the process of systematically and efficiently managing contract creation, execution and analysis for the purpose of maximising financial and operational performance while minimising risk. Whether it is through great interpersonal and negotiation skills, or the ability to establish and maintain powerful business relationships, this course will equip you with an in-depth understanding of the industry and business in which you operate as contract or business manager.

See also: *Law and Human Rights*
Supply Chain Management and Logistics

Customer Experience Management

COURSE CODE
P002145

MODE OF DELIVERY
Contact sessions

DURATION
4 contact days

CERTIFICATE
Successfully completed

The **Customer Experience Management** short course specifically focuses on the development and execution of customer experience management (CEM) measurement, strategies and implementation, and will provide you with a deeper understanding of the essentials of CEM. Organisations are increasingly recognising that customer retention, growth and profitability rely heavily on the quality of customers' interaction with their business environments. This course is designed to address one of the fastest growing needs in modern organisations and aims to help you increase customer retention, growth, loyalty and profitability where you will soon be on your way to become a customer experience specialist or manager.

See also: *Marketing, Communication and Languages*
Supply Chain Management and Logistics

Customer Experience Practice

COURSE CODE
P003092

MODE OF DELIVERY
Contact sessions

DURATION
3 contact days

CERTIFICATE
Successfully completed

With the short course in **Customer Experience Practice**, you will be able to bridge the gap between theory and practice in the customer experience and service delivery arena by focusing on the implementation of customer experience principles. This course will ultimately enable you to identify needs and then develop and implement customer experience programmes that are relevant to your respective industry and/or workplace. Customer experience management (CEM) has gained popularity in recent years as an effective mechanism for retaining and promoting client loyalty, but many businesses are still struggling with the implementation of CEM principles in their specific business environments.

See also: *Marketing, Communication and Languages*
Supply Chain Management and Logistics

Customer Service Excellence

COURSE CODE
P001638

MODE OF DELIVERY
Contact sessions

DURATION
3 contact days

CERTIFICATE
Successfully completed

The short course in **Customer Service Excellence** will provide you with a comprehensive understanding of how the roles, attitudes and interactions of customer service consultants ultimately shape your clients' perception and value assessment of your organisation in presenting a unique product and/or service proposition. The course specifically focuses on identifying and modelling customer service delivery from a best-practice viewpoint while it also looks at how to motivate and maintain the morale of customer service staff and/or teams. The course further looks at methods of inspiring others to always deliver consistently and with high-quality service excellence always top of mind.

See also: *Marketing, Communication and Languages*
Supply Chain Management and Logistics

Effective Stakeholder Management

COURSE CODE
P001595

MODE OF DELIVERY
Contact sessions

DURATION
5 contact days

CERTIFICATE
Successfully completed

The short course in **Effective Stakeholder Management** will equip you with the knowledge and capacity to correctly identify and analyse stakeholders, evaluate and prioritise vested interests, and manage relevant relationships in your organisation's business environment. Given the increasing awareness and value of different publics, the knowledge that you will acquire through this course will lend itself to the maximisation of results and minimisation of problems in creating a sustainable organisational endeavour. The course also covers topics of basic negotiation, evaluating and prioritising interests, as wells as determining stakeholder power on the basis of their relative levels of importance and influence.

Effective Risk Management

COURSE CODE
P002999

MODE OF DELIVERY
Contact sessions

DURATION
5 contact days

CERTIFICATE
Successfully completed

The **Effective Risk Management** short course will equip you with the relevant knowledge of principles, tools and techniques that would engender overall improved performance in operational risk management. The course focuses on contextual application across a wide variety of industries and you will be exposed to improved organisational performance through better risk management processes that are in line with global best practices. The course also covers the basics of management, strategic management principles, corporate governance and ethics, roles, culture and control in the risk environment, organisational behaviour and risk frameworks, as well as tools and techniques of operational risk management.

See also: *Project and Risk Management*

Fraud Risk Management

CREDIT-BEARING*

COURSE CODE
P000851

MODE OF DELIVERY
Contact sessions

DURATION
5 contact days

CERTIFICATE
Successfully completed

The **Fraud Risk Management** short course provides you with a full awareness of fraud and corruption malpractice in support of developing fraud risk management strategies. As the extent of fraud and corruption is a major concern throughout the world, professionals at all levels of management in all organisations, industries as well as government departments must be vigilant. Internationally, steps have been taken to combat fraud and corruption on a broad front. This includes the establishment of international protocols and the necessary legal frameworks. This course will enable you make the link between these protocols and frameworks to implement organisation-specific strategies.

See also: *Financial Management and Taxation | *See index*

 © Enterprises University of Pretoria (Pty) Ltd

Online Course in eBusiness and eCommerce

COURSE CODE
P003493

MODE OF DELIVERY
Fully online (Instructor-led)

DURATION
8 months online

CERTIFICATE
Successfully completed

The **Online Course in eBusiness and eCommerce** focuses on optimising customer relationship management in an online environment by examining eBusiness and marketplace models, eBusiness strategies, eMarketing and procurement in some detail. The initial investment for an eBusiness start-up is generally lower than starting a traditional business, and with technology becoming more advanced and easier to obtain, the barriers to opening a business have been significantly reduced or even removed. Because buyers and sellers can transact at any time and from anywhere, eBusiness and eCommerce not only provide cost-saving advantages, but also make goods and services accessible on a global scale.

See also: *Financial Management and Taxation*
Information and Communication Technology

Outcomes-Based Monitoring and Evaluation Implementation

COURSE CODE
P001651

MODE OF DELIVERY
Contact sessions

DURATION
5 contact days

CERTIFICATE
Successfully completed

The **Outcomes-Based Monitoring and Evaluation Implementation** short course will provide you with a practical and theoretical framework for understanding and implementing the monitoring and evaluation (M&E) process in the operational business environment. While it may be biased towards developmental work, it nevertheless provides knowledge that is especially suited to the aim of M&E programmes, projects and performance in a bid to generate the desired results in an organisation. The course takes a closer look at concepts of M&E, problem analysis, results-based management, M&E readiness assessment, frameworks, selecting indicators, outcome statements, data-related considerations, techniques for monitoring and analytical categories of evaluation.

Process Management for Business Operations

COURSE CODE
P001282

MODE OF DELIVERY
Contact sessions

DURATION
6 contact days

CERTIFICATE
Successfully completed

The short course in **Process Management for Business Operations** will provide you with an essential overview of the art and science of managing a business by exposing you to the basic concepts, tools and skills that are required (as well as the difficulties experienced) when introducing business process management into an organisation. Businesses experience constant pressure from competitors that forces them to continuously evolve, redesign, implement and manage innovative business processes. The course takes a detailed look at the concept of model-driven architectures, modelling tools, process analysis and design, as well as process optimisation, re-engineering, change management and organisational buy-in.

See also: *Information and Communication Technology*
Supply Chain Management and Logistics

Process Modelling for Business Operations

COURSE CODE
P003574

MODE OF DELIVERY
Contact sessions

DURATION
3 contact days

CERTIFICATE
Successfully completed

The **Process Modelling for Business Operations** short course will introduce you to best-practice industry process modelling standards in order to equip you with a solid understanding of practical tools and techniques for business processes modelling in preparation of analysis and improvement of business process performance. Business process modelling is essential to business management success and documenting all the processes aids communication throughout an organisation. This has always been a key aspect of quality management programmes, business process re-engineering and ongoing improvement approaches. The course emphasises the importance of creating aligned viewpoints and context for process modelling in the business environment.

See also: *Information and Communication Technology*
Supply Chain Management and Logistics

Programme in Office Management for Administrators and Executive Assistants

COURSE CODE
P001794

MODE OF DELIVERY
Contact sessions

DURATION
18 contact days

CERTIFICATE
Successfully completed

The **Programme in Office Management for Administrators and Executive Assistants** will provide you with the requisite advanced skills in your secretarial role to perform your daily responsibilities more effectively. The programme will assist you in developing capabilities to work well under pressure, successfully multitask and effectively coordinate tasks in a fast-paced work environment. During this programme, you will not only gain the skills and knowledge required to become an efficient office assistant by learning office strategies, but you will also become expertly proficient in prioritising daily tasks, keeping a highly organised work environment and completing tasks in a shorter period of time.

See also: *Marketing, Communication and Languages*

Total Quality Management

COURSE CODE
P002019

MODE OF DELIVERY
Contact sessions

DURATION
3 contact days

CERTIFICATE
Successfully completed

The short course in **Total Quality Management** will introduce you to contemporary tools and techniques in quality control that will enable you to articulate and implement quality improvement processes in the workplace in line with the total quality management philosophy. In today's world, customer satisfaction and competitiveness are a function of quality levels, and individuals with the capacity to successfully implement total quality management are becoming indispensable assets to any organisation. Total quality management is based on the principle that every member of staff must be committed to maintaining high standards of work in every aspect of a organisation's operations.

See also: *Supply Chain Management and Logistics*

Business Rescue Decision Making

COURSE CODE
P000160

MODE OF DELIVERY
Contact sessions

DURATION
3 contact days

CERTIFICATE
Successfully completed

The **Business Rescue Decision Making** short course aims to expose participants to "rescue situations" and decision making to drive the turnaround process. Extensive coverage is given to operations, marketing, sales, human resources, strategy and management during a "rescue". The course focuses on decision making and reflecting on the results of the decisions made. Through simulation and group work, two to three facilitators support and enable experiential learning. The course focuses on teaching delegates the ability to deduce the causes of decline in the venture by applying models in practice for decision strategies, and to take key decisions for an appropriate rescue plan.

Certified Rescue Analyst Programme

COURSE CODE
P003514

MODE OF DELIVERY
Contact sessions

DURATION
8 contact days

CERTIFICATE
Successfully completed

The **Certified Rescue Analyst Programme** will introduce you to the newly established rescue regime following amendments to the Companies Act 71 of 2008 with the aim to ultimately gain levels competency and proficiency in preparation for the eventual qualification of certified business rescue practitioner. The programme therefore prepares you with the knowledge of all issues relevant to the business rescue practitioner through basic theory and practice examples. During the programme you will also gain the necessary skills to demonstrate your understanding of all the elements of and relevant to the tasks that are commonly executed by the business rescue practitioner.

See also: *Law and Human Rights*

 © Enterprises University of Pretoria (Pty) Ltd

Agricultural Entrepreneurial Management

COURSE CODE
P005988

MODE OF DELIVERY
Contact sessions

DURATION
5 contact days

CERTIFICATE
Successfully completed

The **Agricultural Entrepreneurial Management** short course presents you with a unique learning experience as emerging agri-entrepreneur to equip you with requisite skills for personal entrepreneurial development. The course focuses on a clear differentiation between the entrepreneurial farmer and the small-scale farmer and also introduces you to the impact of agri-entrepreneurship on the southern African socioeconomic environment. The effective and efficient management of the agri-business is discussed, as well as functional areas of general management. After completing the course, you will be able to understand the complexities of the agricultural value chain to conduct business and establish an entrepreneurially orientated agri-business.

See also: *Agriculture and Food Security*

Bioentrepreneurship

COURSE CODE
P001679

MODE OF DELIVERY
Contact sessions

DURATION
5 contact days

CERTIFICATE
Successfully completed

The **Bioentrepreneurship** short course focuses on the application of business principles aimed at entrepreneurs in the biotechnology sector and anyone who may have an interest in aspects related to bioentrepreneurship. Biotechnology is the application of science and technology to living organisms for the production of knowledge, goods and services. Biotechnology is considered a major new commercial activity in the innovation sphere following the possible decline of activity in the information and communication technology sector. Through their involvement in biotechnology, entrepreneurs have an unparalleled opportunity to develop and commercialise new products and services, and to develop and grow their own businesses.

Advanced Course in Bioentrepreneurship

COURSE CODE
P003006

MODE OF DELIVERY
Contact sessions

DURATION
3 contact days

CERTIFICATE
Successfully completed

The **Advanced Course in Bioentrepreneurship** takes you as aspirant bioentrepreneur to a more progressive level of practical knowledge and application in the biotechnology sector with a specific focus on the pharmaceutical and manufacturing industries. Although small, the South African science and technology sectors have recently received much support from government through the development of new entities and start-up companies aimed at providing financial and other support to would-be technology entrepreneurs as well as through intellectual property generated from publicly funded research. This is a move towards a knowledge economy and the development of stronger science and technology sectors as priority.

Communication and Sales Toolkit for Start-up Companies

COURSE CODE
P003516

MODE OF DELIVERY
Contact sessions

DURATION
3 contact days

CERTIFICATE
Successfully completed

The **Communication and Sales Toolkit for Start-up Companies** short course in is aimed at coaching members of start-up companies in practical yet effective communication and sales tools (as instruments of engagement) that can be used to present products or services to prospective clients with considerable confidence and higher levels of engagement. The engagement with prospective clients is about more than mere promotional meetings, and during this course you will be introduced to the tools, techniques and skills that are important to affect an impactful encounter driven by appropriate presentation strategies and promotional tools that can be used to your advantage.

See also: *Marketing, Communication and Languages*

eSkills for Entrepreneurs

COURSE CODE
P003343

MODE OF DELIVERY
Contact sessions or Fully online (Self-paced)

DURATION
2 contact days or 16 hours online

CERTIFICATE
Successfully completed

The **eSkills for Entrepreneurs** short course provides you as entrepreneur the opportunity to better understand technology and see how it can assist you in growing your business. The course will help to optimise your communication skills through technology, not only with your employees, but also with your suppliers and customers. During the course, you will also start to understand the benefits of social media and how it can be used to help a business grow. This course is a great way for entrepreneurs and small business owners to start to explore the important role technology can play in their business.

See also: *Information and Communication Technology*

Finance in Small Businesses: Are You Charging the Right Price?

COURSE CODE
P006572

MODE OF DELIVERY
Contact sessions

DURATION
3 contact days

CERTIFICATE
Successfully completed

The short course in **Finance in Small Businesses: Are You Charging the Right Price?** is critical if you are a small business owner – or senior manager responsible for the financial decision-making process – and need informed and accurate information to price your goods and services appropriately. Neglected by many role-players in the small business and entrepreneurship ecosystem, business owners are often not clear on the right price to charge. This course will equip you with the skills and knowledge to make good pricing decisions by understanding your financial goals, classifying different costing models, ensuring a return-on-investment and supporting sustainable business practices.

See also: *Financial Management and Taxation*

Finance in Small Businesses: Are You Really Making a Profit?

COURSE CODE
P006575

MODE OF DELIVERY
Contact sessions

DURATION
3 contact days

CERTIFICATE
Successfully completed

The short course **Finance in Small Businesses: Are You Really Making a Profit?** is aimed at small business owners who are seeking to increase their profits, reach a genuine profitability scale and achieve long-term sustainability in any of their business endeavours. The course will equip you with essential knowledge of the real meaning of profitability, the difference between profit and cash, how to manage added value to products or services, growing your prospects with the aim of growing profits, as well as practical skills to prevent overtrading of goods and services in your chosen business industry and/or target market segment.

See also: *Financial Management and Taxation*

Funding for Small Businesses: How to Access Funding

COURSE CODE
P006573

MODE OF DELIVERY
Contact sessions

DURATION
3 contact days

CERTIFICATE
Successfully completed

The short course in **Funding for Small Businesses: How to Access Funding** will help you as small business owner or senior manager with the practical skills and knowledge to be able to write high-quality tenders and proposals for acquiring the necessary funds and support to get your new business and/or products/projects off the ground. The course specifically addresses the scope and methodologies of proposal writing by focusing on the common prerequisites for funding projects, private-sector versus public sector products, how to access these products, as well as the essential requirements usually demanded by funding companies' specific proposal and tender processes.

 © Enterprises University of Pretoria (Pty) Ltd

Small Business Sales: How to Close the Deal

COURSE CODE
P006574

MODE OF DELIVERY
Contact sessions

DURATION
3 contact days

CERTIFICATE
Successfully completed

The short course in **Small Business Sales: How to Close the Deal** will aid you as small business owner (or senior manager responsible for closing sales) to achieve better sales results through the requisite sales process skills and awareness. During the course, you will gain invaluable skills in gathering market information, identifying new prospects and opportunities, segmenting your particular target market and designing a unique value proposition that will close the deal time and again. You will also come to understand the sales process more comprehensively and follow it with precision in order to achieve the best results going forward.

Starting a Business: Cash Flow Management

COURSE CODE
P005361

MODE OF DELIVERY
Contact sessions (Workshop)

DURATION
1 contact day

CERTIFICATE
Successfully completed

The **Starting a Business: Cash Flow Management** workshop introduces you to the concepts and principles of entrepreneurship and small business management with the aim to equip you with the tools to start your own business. If you have never operationalised your business idea before, this workshop is ideal to introduce you to the pre-start-up and start-up processes and principles that are vital to the establishment of long-term success and sustainability in entrepreneurship. Critical skills, such as the content, strategies and processes of entrepreneurship, creativity, innovation and opportunity recognition, with specific reference to cash flow management, are included in this workshop.

See also: *Financial Management and Taxation*

Starting a Business: Financial Management

COURSE CODE
P005360

MODE OF DELIVERY
Contact sessions (Workshop)

DURATION
1 contact day

CERTIFICATE
Successfully completed

The **Starting a Business: Financial Management** workshop specifically focuses on introducing you to the concepts and principles of entrepreneurship and small business management, with an emphasis on financial management of small businesses. If you have never operationalised your business idea before, this workshop is ideal to introduce you to the pre-start-up and start-up processes and principles that are vital to the establishment of long-term success and sustainability in entrepreneurship. Critical skills, such as the content, strategies and processes of entrepreneurship, creativity, innovation and opportunity recognition, as well as an introduction to basic business skills, are included in this workshop.

See also: *Financial Management and Taxation*

Starting My Business

COURSE CODE
P003344

MODE OF DELIVERY
Contact sessions

DURATION
5 contact days

CERTIFICATE
Successfully completed

The **Starting My Business** short course equips you with the necessary skills to start a business that is aligned with your passion and drive to get a successful start-up off the ground by introducing you to the concepts and principles of entrepreneurship and small business management. The course follows a very practical, opportunity-driven and flexible methodology in order to encourage you to participate and engage in the learning experience by exposing you to different case studies, examples and real-life applications. Presented by highly-skilled and international experts in the field of entrepreneurship, the course focuses on starting your business successfully.

Growing My Business

COURSE CODE
P003346

MODE OF DELIVERY
Contact sessions

DURATION
5 contact days

CERTIFICATE
Successfully completed

The **Growing My Business** short course focuses on the growth phase of a recent start-up or small business and encapsulates innovation as a core driver of growth. The course will assist you in establishing new, high-flying business endeavours that will make a significant difference in your immediate market environment with the eventual aim to get a bigger slice of the market share. The course is presented on a more advanced level of strategic thinking and application, but caters for small business owners and entrepreneurs in all branches of industry who need to look at reshaping their businesses for profitable growth.

Managing My Business

COURSE CODE
P003345

MODE OF DELIVERY
Contact sessions

DURATION
5 contact days

CERTIFICATE
Successfully completed

The **Managing My Business** short course is essentially designed to directly address the critical business management component of start-ups or small businesses. The course provides you with an extremely practical and outcomes-based training experience to develop and/or enhance your managerial skills further, by specifically focusing on optimising business management techniques, processes and procedures. The course also looks into the operational aspects of running a small business venture on a day-to-day basis by employing real-life case studies, business management objectives and strategic thinking methods for the successful and effective delivery of products and/or services to your business's market segment.

Starting My Agri-Business

COURSE CODE
P003594

MODE OF DELIVERY
Contact sessions

DURATION
5 contact days

CERTIFICATE
Successfully completed

The **Starting My Agri-Business** short course provides you with a dynamic, high-impact and technology-driven skills training intervention aimed at small agri-business owners by helping you to add real value to the southern African entrepreneurial ecosystem and agricultural landscape. The synergetic training process that forms part of this course creates the perfect pipeline for agricultural enterprise development by focusing on how to identify and develop a good agri-business idea, perform viability studies for sustainability, draft a basic agri-business plan, as well as exhibiting and developing the skills and knowledge base needed to establishing a new business by setting your own agri-scene.

See also: *Agriculture and Food Security*

Technology Entrepreneurship Development Course

COURSE CODE
P003579

MODE OF DELIVERY
Contact sessions

DURATION
2 contact days

CERTIFICATE
Successfully completed

The **Technology Entrepreneurship Development Course** is driven by the strategic intent of the small business development environment in support of ongoing efforts to encourage and develop entrepreneurship and small enterprise development in South Africa. The course is largely based on the notion that the small, micro and medium enterprise (SMME) sector is not only crucial on an economic growth level, but is also paramount in integrating and incorporating the successful performance of SMMEs in a technology-enabling environment. This course provides you with such an environment in order to plan, engage and grow your business with ease in a user-friendly system.

 © Enterprises University of Pretoria (Pty) Ltd

Business Management and Entrepreneurship

RESEARCH AND ADVISORY SERVICES

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:

BUSINESS DEVELOPMENT SUPPORT (BDS) PROGRAMME

- Branding advisory
- Broad-Based Black Economic Empowerment (B-BBEE) scorecard optimisation
- Business case development
- Business model validation
- Community-based agro-processing
- Cooperative development and support
- Customer needs evaluation
- Digital marketing
- Enterprise supplier development
- Feasibility studies
- Ideation
- Micro-enterprise advisory
- New market access advisory
- Opportunity validation
- Portal development
- Product development
- Technical validation of business concepts and business cases

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)

FINANCIAL MANAGEMENT

- Actuarial valuation and consultation
- Behavioural financial risk profiling assessments and development of associated tools
- Business taxation and strategy development
- Cost benefit analysis
- Credit risk analysis
- Due diligence studies
- Financial impact assessments
- Fraud risk management
- Income predictor and segmentation model development
- Price modelling
- Property taxation in Africa
- Risk management and modelling
- Tax legislation and governance in Africa
- Tax policy and tax administration on the African continent

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

SUPPLY CHAIN MANAGEMENT

- Logistics, warehousing and transport management
- Procedure and process development
- Procurement implementation
- Procurement management
- Procurement policy development
- Relationship management and resilience
- Risk and operations management
- Supply chain design and networks
- Supply chain integration and resilience
- Supply chain strategy

TURNAROUND MANAGEMENT AND BUSINESS RESCUE

- Turnaround and restructuring:
  - Viability assessments (Fire Assessment)
  - Risk management
  - Labour law (facilitation of retrenchments)
  - Performance improvement
  - Debt restructuring and securitisation
  - Recovery strategies
  - Business restructuring
  - Pre-packaged business rescue plans
- Business rescue:
  - Chapter 6: Business Rescue Proceedings
  - Business plan evaluation
  - Creditor and shareholder advice
  - Post Commencement Financing (PCF) evaluation and structuring
- Liquidation:
  - Post-mortem analysis
  - Insolvency inquiries
  - Cross-border insolvency

For more information about our full offering of research and advisory services, visit
www.enterprises.up.ac.za/research-solutions

 © Enterprises University of Pretoria (Pty) Ltd

NOTES:

Credit-bearing courses Ⓟ

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):

Faculty of Economic and Management Sciences	**Module code and credits**
Advanced Programme in Labour Relations Management	**ABV700**
Basic Course in Financial Investigation	**FRA710 (20 credits)**
Economic Crime Schemes	**FRA701 (20 credits) | FRM802 (15 credits)**
Fraud Risk Management	**FRA702 (20 credits) | FRM801 (15 credits)**
Interviewing Skills for Fraud Examiners and Auditors	**FRA708 (20 credits)**
Investigation and Management of Cyber and Electronic Crime	**FRA707 (20 credits) | FRM805 (15 credits)**
Investigation of Financial Crime	**FRA703 (20 credits) | FRM804 (15 credits)**
Labour Relations	**ABV320 (20 credits)**
Law for Commercial Forensic Practitioners	**FRA704 (20 credits) | FRM803 (15 credits)**
Module in Advanced Module in Basic Taxation (Graduate Level)	**BEL300 (40 credits)**
Module in Advanced Module in Basic Taxation (Postgraduate Level)	**BEL751 (40 credits)**
Module in Basic Taxation	**BEL200 (40 credits)**
Money Laundering Investigation and Detection	**FRA705 (20 credits) | FRM806 (15 credits)**
Prevention and Detection of Procurement and Contract Fraud	**FRA709 (20 credits)**
Programme in Empowering Responsible Leaders in Local Government	**OBS781 (20 credits)**

Faculty of Health Sciences	**Module code and credits**
Online Course in Higher Exercise Science and Personal Training	**FLG331 (18 credits)**
Online Course in Neuroscience Visual Skills Testing and Training	**FLG211 (12 credits)**
Online Course: Introduction to Neuroscience Coaching	**FLG327 (30 credits)**

Faculty of Humanities	**Module code and credits**
Advanced Course in Employee Assistance Programmes	**UPO923 (15 credits)**
Cross-Cultural Communication	**LCC715 (20 credits)**
Sport Facilities and Events Management	**MBK709 (27 credits)**

School of Public Management and Administration (credits towards enrolment in the Master's in Public Administration [MPA])	**Module code and credits**
Strategic Capability and Leadership for Senior Managers	**PAD803 (20 credits)**
Programme and Project Management for Senior Managers	**PAD804 (10 credits)**
Public Financial Management for Senior Managers	**FHB800 (20 credits)**
People Management and Empowerment for Senior Managers	**HPB801 (20 credits)**
Public Policy, Problem Solving and Analysis for Senior Managers	**OXA800 (10 credits)**

*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.*

Licensed content

- **CCNA® and CCNP®** are registered trademarks and used under licence of Cisco Systems, Inc. (https://www.cisco.com).
- **BABOK® Guide** is a registered trademark and used under licence of the International Institute of Business Analysis (http://www.iiba.org).
- **Herrmann Whole Brain® Thinking System, Thinking Accelerator®** and **HBDIinteractive®**are registered trademarks and used under licence of Herrmann International (http://www.herrmannsolutions.com).
- **Incoterms®** is a registered trademark and used under licence of the International Chamber of Commerce (ICC) (https://iccwbo.org).
- **JBCC®** is a registered trademark and used under licence of the Joint Building Contracts Committee® NPC (http://www.jbcc.co.za).
- **PMP®, PMI® and PMBOK® Guide** are registered trademarks and used under licence of the Project Management Institute, Inc. (http://www.pmi.org.za).

ENTERPRISES
University of Pretoria

Copyright © 2019 Enterprises University of Pretoria (Pty) Ltd

All rights reserved.
No part of this publication may be reproduced or transmitted in any form or by any means, including photocopying and/or digital reproduction, or by any information storage and retrieval system, without the copyright owner's permission.

ENTERPRISES
University of Pretoria

Shift to the solution that propels your businesses forward.

Our **Business Development Support (BDS) Programme** is an all-inclusive solution focused on any business entity that aspires to be more effective, efficient and sustainable. The programme focuses on the "business" of the business and the associated developmental trajectory required for growth.

BUSINESS DEVELOPMENT SUPPORT (BDS) PROGRAMME

SMME development	Enterprise and Supplier Development (ESD)	Corporate Social Investment (CSI)	B-BBEE scorecard optimisation
Assessment	Business/Organisational (entire Primary/Secondary Elements)	Entrepreneurs' Skills/Competency Audit	Management Skills/Capabilities/Competency Audit	Gaps
Translation	Business Case and Design	Business Model	Business Plan	Overall and restructured Strategy (medium-long term sustainablity)
	Acceleration	People/ Organisation	Business Management Skills/Governance and Procurement	Financial Management SKills/Operations and Process Optimisation	Operational Infrastructure Training/ Technical Standards
	Retention	Offtake Agreement/ Contract Management	Mentoring	Technical Coaching/ Technical Advisory Services	Financial Reporting and Management Information
Positioning	Branding	ICT Infrastructure	Web and related presence and alignment	Intergrated Marketing and Communications
Aftercare	IR in the Workplace	B-BBEE Scorecard Improvement		

© Enterprises University of Pretoria (Pty) Ltd

Shifting knowledge to insight

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

enterprises.up.ac.za/bds-programme

www.enterprises.up.ac.za

To download our free app visit enterprises.up.ac.za/mobile-app

Enterprise Building
140 Lunnon Road, Hillcrest

Private Bag X41, Hatfield, 0028

+27 (0)12 434 2500

+27 (0)12 434 2505

info@enterprises.up.ac.za

Shifting knowledge to insight

BUSI-01-2019 | REG NO 1999/018455/07