

University of  
South Australia

**Strategic Partnerships Unit**  
Leadership Development Program

unisa



University of  
South Australia

Experience. The Difference

## Introduction



### STRATEGIC PARTNERSHIPS

*Strategic Partnerships is a unit of the University of South Australia that works in partnership with public and private sector organisations and industry groups to develop in-house management and executive development programs. Tailored programs can be linked to the achievement of University of South Australia qualifications and complement the training and development activities of your organisation. As the conduit to a range of professional and management education programs offered by the University, Strategic Partnerships project manages the selection, timing and customisation of courses to best suit your educational and development needs. Programs can be tailored to support your organisational development objectives and corporate university strategies.*

## Leadership Development Program



The Leadership Development program has been developed in response to:

- The need for organisations to develop future leaders,
- The need to adopt a strategic approach to succession planning,
- The growing competition for capable people by industry,
- The growing complexity of business,
- The need by employers to be seen as 'employers of choice' to attract and retain good people.

The purpose of the program is to provide a formal structure for educational development, beyond the essential training required for employees to equip them for supervisory and middle management roles. The program is designed to build on the knowledge and skills of people from their day-to-day experiences, on-the-job training and competency-based training programs.

The Leadership Development Program is intended for people in supervisory and middle management roles to help them develop their skills and confidence as managers and leaders. In particular, the program is intended to assist participants to raise their level of management capability and understanding of business from an operational focus to a strategic perspective and to be aware of the broader issues and strategic implications involved in business management and leadership.

The program also provides a pathway to higher level educational qualifications with the University of South Australia at a Graduate Certificate, Graduate Diploma and Master's level.

It is ideal for busy managers that wish to ease themselves into further study or for those who wish to determine how they can best manage the transition to higher education in management.

The Leadership Development Program comprises six modules, based on courses from UniSA's Master of Business Administration (MBA) program.

These modules are:

- Strategic Concepts (Core)
- Developing Leadership Capability (Core)
- Accounting for Management (Core)
- Marketing Fundamentals

- Innovation and Entrepreneurship
- Change Management

Other substitute course options for organisations include:

- Human Resource Management
- Project Management
- Knowledge Management (Information Management)
- Managerial Economics
- Lean Management
- Contemporary Management Perspectives
- International Business
- Finance

### PROGRAM FORMAT

The Leadership Development Program comprises the six of the modules listed above.

Each module is of two days duration generally done 1 week apart, spread over the course of a year.

Each day of each module equates to 6.5 hours of lecturer contact time.

There is a work based assignment for each module of between 1500 – 2000 words requiring participants to reflect on the key elements of each module, how these elements relate to the participant's organisation and how the participant might improve their skills by relating these elements to their job.

As well, at the completion of the six modules, participants are required to complete a work based final major project of 3000 words that draws together content covered in all six modules.

Participants will receive a Certificate of Completion when they successfully complete all program assessment items.

Successful completion of this program would provide status for two (2) courses within the MBA program for those participants who meet the standard entry requirements. Those students who enrol in the Graduate Certificate in Business Administration before enrolling in the MBA will be granted status for one course, and then status for a second course when enrolled in the MBA program.

Course status remains open for up to two years after completing all six modules in the program and the final major project.

### ENTRY AND ELIGIBILITY

There are no minimum entry criteria for the Leadership Development Program, although it is strongly recommended that participants be at a similar experience and knowledge level to other supervisory/middle management participants and would meet the eligibility criteria below for admission for further study.

To be eligible for entry to the Graduate Certificate in Business Administration, applicants will normally have completed an undergraduate degree, or equivalent, and have a minimum of two years' appropriate professional experience.

Applicants who do not have an undergraduate degree but wish to commence the program require 5 years relevant work experience in full-time managerial/professional roles.

### DATES/TIMES

Specific dates and times of delivery of the six modules can be flexible. However, all six modules will be delivered over a 12 month period.

### ASSESSMENT AND ASSIGNMENTS

An important attribute of the Leadership Development Program is the assignments require participants to reflect on the learning concepts and relate them to their work place. This approach enhances the relevance of the program content to the practice of managing and the opportunity for participants to apply what they learn.

The six module program has a work based assessment for each module of between 1500 – 2000 words. At the end of the program there is a final work based assignment of 3000 words that draws on content covered across all six modules.

### MODULE CONTENT

A brief summary of the content of the six recommended modules is provided on the following pages.

## STRATEGIC CONCEPTS

This course develops an understanding of management strategies and the concepts upon which they are based. Content includes the examination of how organisations create a sustainable competitive advantage and factors that determine organisational success, including:

- industry-specific and country-specific factors
- organisational resources and capabilities
- formulating, implementing and evaluating strategies using various analytical and assessment tools.

### Participants completing this course will understand:

- the process of developing, implementing and monitoring strategy
- concepts, tools and approaches to strategic management
- analysis of industry structure and environmental trends to determine industry potential

### Topic overview:

- The concept of strategy:
- Environment and Industry Analysis:
- Analysing Resources and Capabilities:
- Organisational Strategies and Implementation:
- Corporate Strategy:

## DEVELOPING LEADERSHIP CAPABILITY

The task of leading organisations has become increasingly complex. This course examines critical aspects of leadership necessary to optimise personal, employee and, in turn, organisational performance.

With many organisations facing the issue of "leadership succession", leaders at all levels have a

responsibility to nurture and develop those around them and, by doing so, make a lasting contribution to the sustainability of their organisations, their team and the community.

This module will enhance participants' understanding to develop their leadership capability through a blended curriculum of theory and applied learning.

### Topic overview:

- Leadership & Management:
- Leadership frameworks and their application:
- Leadership competencies:
- Leading effective teams:
- Strategic leadership and change:
- Leadership to sustain high performance culture:

## ACCOUNTING FOR MANAGEMENT

The learning objectives of this course are:

- Understand the role of financial information in managing an organisation;
- Interpret and assess the financial performance of an organisation;
- Understand measurement and reporting issues behind external financial reports;
- Understand the behavioural factors that impact on the preparation and use of budgets and

the possibilities of moving beyond budgets for strategic control;

- Appreciate the role of financial information in strategic choices;
- Use cost information for strategic decisions, recognising the limitations;
- Appreciate the different information needs of managers for decision-making in the short-run, and various decision contexts;
- Measure performance against strategic goals.

### Topic overview:

- Understanding Financial Statements:
- Financial Performance Measurements:
- Ratios & Financial Analysis:
- Understanding Costs for Management Decisions:
- Budgeting & Control:
- Strategic Profit Management:

## MARKETING FUNDAMENTALS

This course will provide a sound overview of the marketing role and function within contemporary organisations. Marketing should be an organisation-wide activity, meaning that every manager needs an appreciation and understanding of the fundamental principles of marketing.

The learning objectives of this course are:

- Understand the marketing concept – the fundamentals of business

- Develop an understanding of customers and the values they seek
- Be aware of the competitive environment and competitive strategy
- Understand how markets work and how managers respond to the market place
- The four Ps of marketing
- Branding demystified – and its value to the bottom-line
- Making marketing accountable

### Topic Overview

- Understand the Marketing Concept:
- Understanding Customers and Value:
- The Competitive Environment:
- Understanding How Markets Work:
- The 4 Ps of Marketing:
- Branding Demystified:
- Making Marketing Accountable:

## INNOVATION AND ENTREPRENEURSHIP

In this module participants will develop an understanding of the theory useful in developing an innovative and entrepreneurial business culture, as well as the opportunity to apply this in evaluating their businesses and developing strategies for improving them. As a result, participants will develop a more entrepreneurial way of thinking that will allow them to identify and create business opportunities that may be commercialised successfully.

### Topic Overview:

- What is entrepreneurship and innovation
- Why entrepreneurship is important: The link between entrepreneurial orientation and a firm's performance
- Importance of creativity in the entrepreneurial process

- Driving forces of the entrepreneurial process
  - the opportunity (what characterises opportunities)
  - the lead entrepreneur (traits of successful entrepreneurs)
  - the entrepreneurial team (characteristics of winning teams)
  - the resources (using other peoples resources)

## CHANGE MANAGEMENT

This course develops a working knowledge of change management including an understanding of the processes involved in managing change (including political), the skills required of a successful change manager, the elements of a

change management plan and an awareness of what can go wrong, and why. Participants completing this course will understand:

- A range of theoretical models of change
- A typical sequence in change activity and the risks associated with each stage
- Skills required to be a successful change agent

### Topic Overview:

- What is change management:
- Change management models:
- Planning and evaluating change:
- Understanding resistance to change:
- Role and skills of change agents:
- Why some change management programs fail:



#### **INDUCTION/ORIENTATION SESSION - OPTIONAL**

Prior to commencing a program, the UniSA Strategic Partnerships unit provides an optional half-day orientation session. This session covers key academic and administration items relevant to the program, and where practical, a tour of the library and/or an introduction to accessing the library catalogues and data bases online.

#### **TEACHING AND LEARNING**

Our approach to graduate education is to facilitate discussion amongst participants, relating theory to application. There is an expectation of a high degree of interaction and participation by students in a non-passive adult learning environment. A considerable amount of learning comes from student peers as well as their lecturers. This occurs through the process of thinking and contributing to discussions. A normal class format may include a brief introduction lecture, followed by class exercises including presentations, role plays and facilitated discussion around topic material.

#### **LECTURERS/FACILITATORS**

Many of our lecturers are drawn from senior positions in industry, relating real life experience with applicable management/leadership theory.

#### **VENUES**

The venue is generally provided by a lead corporate partner that may have a number of attendees and host external attendees by agreement. Alternately off site programs can be arranged to suit the needs of the organisation.

#### **CONTACT DETAILS**

Level 5 Way Lee Building  
City West Campus  
North Terrace Adelaide SA 5000  
GPO Box 2471  
Adelaide, South Australia 5000

Ms Sandra Walker, Program Executive Officer  
Telephone: (61-8) 8302 0801  
Facsimile: (61-8) 8302 0805  
Email: [Sandra.walker@unisa.edu.au](mailto:Sandra.walker@unisa.edu.au)

Web: <http://www.unisa.edu.au/strategic>

Leadership Development at:  
<http://www.unisa.edu.au/strategic/Leadership%20Development/>



University of  
South Australia