

SHORT EXECUTIVE PROGRAMMES (SEPs)



ORGANISATIONAL DYNAMICS

Empowering leaders to lead with clarity, authenticity and purpose.

UPCOMING LECTURES

DATE: 22 - 24 April 2024 - (3 Days)

30 September - 2 October 2024 - (3 Days)

FORMAT: Face to face

VENUE: Business School: Nelson Mandela University,
2nd Avenue Campus, 2nd Avenue, Summerstrand,
Gqeberha (Port Elizabeth)

COST: R14 200 per person

Discounted pricing will be applied for two or more people from the same organisation.

executive.education@mandela.ac.za

PROGRAMME OVERVIEW

PURPOSE OF PROGRAMME:

To provide executive leaders with the insights and tools they need to navigate and excel in a global marketplace.

WHY THIS PROGRAMME?

- ▶ Organisational Dynamics is designed exclusively for senior leaders in the public and private sectors.
- ▶ This immersive experience offers a deep dive into critical aspects that drive organisational success.
- ▶ The module covers the art of thinking about organisations from an integral perspective, exploring key paradigms that shape our understanding of complex dynamics. Organisational Dynamics aids a profound insight into organisations as complex adaptive systems and learn to navigate uncertainty with agility, making better decisions in the face of ambiguity and emergence.

PROGRAMME OUTCOMES:

- ▶ Understand the fundamental theories and principles of organisational dynamics.
- ▶ Recognise patterns of behaviour and interaction within teams and larger organisational structures.
- ▶ Identify and navigate power structures, politics, and informal networks.
- ▶ Develop strategies to foster positive organisational cultures and dynamics.
- ▶ Intervene effectively in situations of conflict or dysfunction.
- ▶ Design interventions for change management with an understanding of organisational dynamics.
- ▶ Enhance communication and collaboration within teams and departments.

TARGET AUDIENCE

- ▶ Business professionals aiming to work in or manage international divisions.
- ▶ Entrepreneurs looking to expand their business globally.
- ▶ Managers and executives of multinational corporations.
- ▶ Professionals aiming for roles in multinational corporations.

ADMISSION REQUIREMENTS

- ▶ Applicants should have an NQF level 6 / M+3 in place
- ▶ Be of leadership, supervisory or management level or applying for a position of that level
- ▶ Be proficient in English
- ▶ A Recognition of Prior Learning (RPL) process could be considered if an applicant is not in possession of the required qualification

PROGRAMME OVERVIEW

DAY ONE: INTRODUCTION TO INTEGRAL THINKING AND KEY PARADIGMS

- ▶ Understanding integral thinking and its application in organisational contexts.
- ▶ Exploring key paradigms and models used to understand organisations.
- ▶ Analysing the impact of different perspectives on organisational dynamics.

ORGANISATIONS AS COMPLEX ADAPTIVE SYSTEMS

- ▶ Understanding organisations as complex adaptive systems.
- ▶ The implications of complexity theory for leadership and decision-making.
- ▶ Navigating uncertainty, ambiguity, and emergence in organisational contexts.

TIMESPAN OF DISCRETION AND STRATIFIED SYSTEMS THINKING

- ▶ Exploring the concept of timespan of discretion and its impact on leadership effectiveness.
- ▶ Applying stratified systems thinking to understand organisational dynamics at different levels.
- ▶ Identifying opportunities for expanding timespan of discretion and increasing leadership capacity.

DAY TWO: LEVELS OF WORK AND LEADERSHIP

- ▶ Understanding the concept of levels of work and leadership.
- ▶ Differentiating between managerial and leadership roles.
- ▶ Developing leadership capabilities to match the complexity of organisational challenges.

POWER, INFLUENCE, AND IDEOLOGY

- ▶ Examining the conscious and unconscious forces of power and influence in organisations.
- ▶ Understanding how ideology shapes organisational culture and behaviour.
- ▶ Navigating power dynamics and fostering ethical leadership practices.

DAY TWO: LEVELS OF WORK AND LEADERSHIP

- ▶ Understanding the concept of levels of work and leadership.
- ▶ Differentiating between managerial and leadership roles.
- ▶ Developing leadership capabilities to match the complexity of organisational challenges.

DAY THREE: REPERCEIVING THE ORGANIZATION

- ▶ Shifting perspectives and reperceiving the organisation for new insights.
- ▶ Cultivating a systems-thinking mindset and holistic understanding of the organisation.
- ▶ Applying reperceiving techniques to address organisational challenges.

THE INTEGRAL LEADER

- ▶ Embracing the integral paradigm and its implications for leadership.
- ▶ Becoming an instrument for positive change in the organisation.
- ▶ Cultivating self-awareness, personal growth, and self-discovery as a leader.

ASSESSMENT

- ▶ Engagement in group discussions, workshops, and simulations.
- ▶ Individual or Group projects analysing and proposing solutions to organisational challenges presented in case studies.
- ▶ A comprehensive end-of-module assessment.

PASS MARK

Pass mark of 70% for the final assessment.

CERTIFICATION

Applicants who successfully complete the programme will receive a Nelson Mandela University Certificate of Completion or Attendance.

FOR FURTHER INFORMATION OR TO REGISTER, CONTACT:

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***COMPLEXITY LEVEL KEY:**

Symbol	Complexity Level
M	Matric
M+1	First year post Matric
M+2	Second year post Matric
M+3	Third year post Matric
M+4	Fourth year post Matric

The Symbol indicates the complexity level of the programme. It does not indicate a qualification. NQF levels cannot be assigned as this programme does not lead to a formal qualification.