



# 2026 SHORT LEARNING PROGRAMMES



**ENVISION2030**

transparency • honesty • integrity • respect • accountability  
fairness • professionalism • commitment • compassion • excellence

**CREATIVE. DISTINCTIVE. IMPACTFUL.**

This booklet provides information on the various short learning programmes programs and executive education courses offered by the Business School at the Durban University of Technology, outlining the curriculum, admission, and selection criteria. The school offers customized services for its Executive Education programs to meet the specific needs of individual organizations.

# DUT BUSI- NESS SCHOOL



# VISION

Leading Business Education  
in Africa and beyond

# MISSION

Leveraging an applied business  
curriculum that will enable leaders to  
solve real-life problems and thereby  
contribute to socio-economic  
transformation.

# ACCREDITATIONS AND AFFILIATIONS

The DUT Business School's academic programmes are accredited by the **Council on Higher Education (CHE)**, registered with the **South African Qualifications Authority (SAQA)** and approved by the **Department of Higher Education & Training (DHET)**. The DUT Business School is a member of the **South African Business School Association (SABSA)** and the **African Association of Business Schools (AABS)**.



# NOTE TO ALL REGISTERED STUDENTS

If, for whatever reason, you do not register consecutively for every semester/ year of your programme, your existing registration contract with the Institution will cease. Your re-registration thereafter will be at the discretion of the Institution, and if permitted, will be in accordance with the rules applicable at that time.



# CONTENTS

- 06 CONTACT INFORMATION
- 07 INTRODUCTION TO DUT BUSINESS SCHOOL
- 08 DIRECTOR'S MESSAGE
- 10 INTRODUCTION TO EXECUTIVE EDUCATION
- 11 EXECUTIVE EDUCATION (NON-CREDIT BEARING PROGRAMMES)
- 36 WORKSHOPS
- 38 PREVIOUS FACILITATORS
- 40 TESTIMONIALS
- 43 APPLICATIONS
- 43 PARTNERS & COLLABORATIONS

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# INTRODUCTION TO DUT BUSINESS SCHOOL

The Durban University of Technology has officially established and launched a Business School under the ambit of the Faculty of Management Sciences. Its curriculum is focused on applied business, enabling leaders to solve real-life problems. The School offers a variety of academic programmes, executive education courses, and short learning programmes. The DUT Business School also designs tailor-made, in-house programmes and collaborates with corporate, public, and non-profit organisations to develop and capacitate employees in various areas.

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**(DHET)**. The DUT Business School is a member of the **South African Business School Higher Education (DHET) Association (SABSA)** Association of **African Business Schools (AABS)**.

The Durban University of Technology (DUT) Business School has an Advisory board that brings together members of society to represent, among others, corporate, academia, and government, nationally and internationally. The board members are well-credentialed leaders in their respective professions and representatives of various sectors. They are at the cutting edge of their profession, deeply aware of what employers expect from a business school graduate, including both hard and soft skills, as well as applied research.

# DIRECTOR'S MESSAGE

The Durban University of Technology (DUT) Business School's Short Learning Programmes offerings offer an opportunity to reskill, upskill and learn contemporary and practical skills to advance yourself and for personal development. You are considering joining us at a time of unprecedented changes where knowledge evolves at lightning speed, and skills are rapidly transforming to meet the demands of a dynamic global economy. Politics, technology, and cultural awareness make running an organisation and business much more complex.

Today's business environment is shaped by technological advancements, regulatory shifts, and disruptive innovations. These forces require managers, executives, and professionals to stay informed and agile. The ability to learn quickly and apply new insights effectively is no longer optional; it is essential for survival and success. At DUT Business School, we understand these challenges and have designed programmes that empower



you to thrive in this fast-changing landscape. Our short courses programmes are among the most effective ways to equip yourself and your organization with the skills needed to remain competitive. These programmes are practical, relevant, and tailored to address real-world business challenges. They provide you with actionable knowledge that can be implemented immediately, ensuring that your learning translates into measurable impact. As you explore our offerings, we encourage you to suggest customizations that align with your organization's unique context and experiences. Our team is dedicated to collaborating with you to develop learning solutions that deliver maximum value. Whether you are seeking to enhance

leadership capabilities, strengthen strategic thinking, or master emerging technologies, we have the expertise and flexibility to meet your needs.

To ensure the highest standards of quality and relevance, all our courses are designed, reviewed, and approved by the DUT Board of Study. This guarantees that our programmes combine academic rigor with practical application, giving you the best of both worlds. Furthermore, we appoint leading scholars, thought leaders, and seasoned professionals as facilitators, ensuring that you benefit from cutting-edge insights and real-world experience.

Beyond knowledge acquisition, these programmes offer a powerful networking opportunity. You will engage with peers from diverse industries, share experiences, and build relationships that can open doors to future collaborations. In today's interconnected world, such networks are invaluable for personal and professional growth.

Investing in your education is investing in your future relevance. The tools, frameworks, and perspectives you gain here will serve you well for years to come. You are positioning yourself at the forefront of business innovation and leadership by considering DUT Business School.

We invite you to take this step toward continuous learning and professional excellence. Explore our programme offerings, envision the possibilities, and enroll today. Together, let us shape a future where you and your organization not only keep pace with change but lead it.

At DUT Business School, knowledge meets action and learning drives success.

## **Prof Pfano Mashau**

Director of Business School



**“Our short programmes equip you with practical, contemporary skills that empower you to remain competitive in a fast-changing global economy.”**

# INTRODUCTION TO EXECUTIVE EDUCATION

At the Durban University of Technology Business School, we are committed to delivering more than just academic excellence - we focus on the real-world application of knowledge in today's dynamic work environment.

Our Executive Education Division (EED) partners with both public and private sector organisations to design and deliver tailored learning solutions that directly address industry-specific challenges and strategic objectives.

We begin by listening - deeply understanding each organisation's context and needs and co-create programmes that are practical, relevant, and aligned to clearly defined goals. Each programme is developed within an



agreed scope and governed by measurable performance indicators outlined in a formal service level agreement.

Additionally, we support professional advancement through our "ladder of learning" approach, enabling participants to transition from executive short courses to formal academic qualifications.

**Dr Sean Jugmohan**

# EXECUTIVE EDUCATION (NON-CREDIT BEARING PROGRAMMES)

The DUT Business School offers formal academic programmes and a short learning programme.

PROGRAMME	PAGE	PROGRAMME	PAGE
Project Management	14	Leadership	26
Operations Management	15	Local Government	27
Integrated Logistics Support (ILS)	16	Applied Tax and Financial Planning	28
Supply Chain Management	17	Compliance and Integrity Management	29
Business Continuity	18	Cost Control and Revenue Management	30
Supervisory and First-Line Management	19	Finance for Non-Financial Managers	31
Practical Labour Relations	20	Internal Auditing and Financial Control	32
Basic Entrepreneurship	21	Public Finance and Governance	33
Research Methods and Data Analysis for Practitioners	22	Introduction to Digital Transformation in Business	34
Human-Centric Digital Transformation	23		
Lean Sigma	24		
Departmental Heads Development Programme	25		

## Admission requirements

- Twenty-three years of age.
- Three years of business/work experience.
- Submit clear certified copy of Senior certificate or NQF 4 equivalent
- Submit clear certified copy of ID

## Assessment rules

Course delivery is structured differently in terms of assessments. Some courses may have is both formative and summative and include:

- Individual and group exercises and tasks
  - Group and individual assignments
  - Continuous Assessments may apply
- Assessment is dependent on the level of customization.

**Short Learning Programmes** are developed with the intention of offering students an opportunity to aid the professional development of company leaders and managers as part of an ongoing process of lifelong learning. They are an opportunity for new learning, skills attainment, and personal development.

## Short courses



- Duration 3 – 6 Months (depending of customization)



- The Certificates will reflect the following:  
*This short course is a stand-alone course and does not lead to a part or full qualification registered on the NQF.*

**The DUT Business School  
offers the following Short  
Learning programmes:**

## Programme

# PROJECT MANAGEMENT

### Overview

In today's fast-paced and competitive business environment, the ability to plan, execute, and deliver successful projects is essential for organisational success. Poor project management often results in wasted resources, missed deadlines, and unmet objectives, challenges that effective project managers are uniquely positioned to prevent.

The Short Course in Project Management prepares professionals with practical knowledge, tools, and leadership skills to manage projects effectively from initiation to completion. Participants will learn how to define project scope, plan and allocate resources, manage risks, control costs, and ensure timely delivery within quality and performance standards.

The course also develops participants' ability to communicate with stakeholders, lead diverse project teams, and apply internationally recognised frameworks such as the PMBOK (Project Management Body of Knowledge) principles. Managers, supervisors, and team leaders who enrol for this course will gain confidence to deliver projects that align with organisational goals and add measurable value. The course empowers professionals to transform project challenges into opportunities for innovation, accountability, and sustainable growth. These are essential capabilities for success in both the public and private sectors.

### Outcomes

Upon successful completion of the course, participants will be able to:

- Explain the core theories, concepts, and processes of project management.
- Apply project management methodologies to case studies and workplace scenarios.
- Demonstrate competence in project planning, execution, monitoring, and control.
- Identify and mitigate project risks across life-cycle stages.
- Utilise project estimation, scheduling, and budgeting tools effectively.
- Lead diverse teams and communicate effectively within project environments.
- Conduct post-project reviews and recommend process improvements for future projects.

#### Duration

**03-06**  
MONTHS

#### Cost per person

**R7670**

#### Delivery Mode

**HYBRID**

## Programme

# OPERATIONS MANAGEMENT

## Overview

In an increasingly competitive and resource-constrained environment, the ability to manage operations efficiently determines whether an organisation thrives or falls behind. The Short Course in Operations Management prepares professionals with the strategic insight and practical tools to design, manage, and improve operational processes that drive organisational success.

This course focuses on the core principles of planning, organising, leading, and controlling within both service and manufacturing contexts. Participants will learn how to optimise workflows, reduce costs, manage capacity, improve quality, and strengthen customer satisfaction through effective operational design and control.

Managers, supervisors, and technical professionals who participate in this program will develop the analytical and problem-solving capabilities needed to enhance productivity and implement continuous improvement practices such as Lean and Total Quality Management (TQM). The course enables participants to align daily operations with strategic objectives, fostering efficiency, innovation, and sustainable performance. Ultimately, it empowers professionals to transform operational challenges into opportunities for measurable growth and competitive advantage.

## Outcomes

Upon completion, participants will be able to:

- Explain the principles and functions of operations management and their contribution to organisational success.
- Develop and implement operations strategies that improve productivity, efficiency, and quality.
- Apply process design and capacity planning tools to optimise resource utilisation.
- Evaluate and improve quality management systems using appropriate frameworks and methodologies.
- Manage supply chain and inventory operations for enhanced value creation.
- Integrate technological and sustainable practices into operational decision-making.

### Duration

**03-06**  
MONTHS

### Cost per person

**R7670**

### Delivery Mode

**HYBRID**

## Programme

# INTEGRATED LOGISTICS SUPPORT (ILS)

## Overview

In today's demanding operational environment, organisations must balance efficiency, reliability, and cost control while ensuring uninterrupted service delivery. The Short Course in Integrated Logistics Support (ILS) Management provides professionals with the expertise to achieve this balance through strategic logistics planning and management.

This course offers a comprehensive understanding of Integrated Logistics Support (ILS) and its critical role in sustaining organisational performance across procurement, maintenance, and operational systems. Participants will gain practical skills to design and manage logistics frameworks that improve reliability, extend asset life cycles, and reduce total operational costs.

The course enables participants to optimise resources, streamline supply and support processes, and enhance service delivery in both public and private sector contexts by combining theory with real-world applications. Enrolling in this course will benefit logistics managers, procurement officers, engineers, and operations professionals who aim to strengthen their organisation's efficiency, reduce downtime, and achieve long-term sustainability. Participants will emerge equipped to implement data-driven, performance-focused logistics strategies that create measurable value and competitive advantage.

## Outcomes

Upon completion of the course, participants will be able to:

- Explain the concepts and principles of Integrated Logistics Support (ILS) within modern supply chain environments.
- Develop and implement logistics support strategies that enhance operational efficiency and cost control.
- Apply lifecycle costing and reliability principles to improve sustainability and system performance.
- Manage procurement and inventory systems for optimal support and service delivery.
- Evaluate maintenance and support plans to align with organisational goals.
- Apply performance measurement tools to assess and enhance the effectiveness of logistics operations.

### Duration

**03-06**  
MONTHS

### Cost per person

**R7670**

### Delivery Mode

**HYBRID**

## Programme

# SUPPLY CHAIN MANAGEMENT

## Overview

In a world of increasing global competition, rising costs, and unpredictable disruptions, organisations that master their supply chains gain a clear strategic advantage. The Supply Chain Management course, offered by the DUT Business School, is designed to equip professionals with the knowledge and practical skills to build efficient, agile, and resilient supply networks.

This course provides a comprehensive understanding of end-to-end supply chain processes, including procurement, production, inventory management, logistics, and distribution. Participants will learn how to integrate these functions to create value, reduce waste, and enhance customer satisfaction. The course also explores modern approaches such as sustainable sourcing, digital supply chains, and risk management, preparing participants to make data-driven and ethical decisions in a rapidly changing business environment.

The course enables managers, procurement officers, and operations professionals to gain the analytical tools and strategic insight to improve performance and reduce costs across their organisations. The programme empowers participants to transform their supply chains from operational necessities into engines of competitiveness, innovation, and long-term growth.

## Outcomes

Upon completion of the course, participants will be able to:

- Explain the core concepts and principles underpinning supply chain and value chain management.
- Design and implement procurement and logistics strategies that enhance organisational performance.
- Apply analytical tools to assess efficiency and effectiveness across the supply chain.
- Integrate production, operations, and logistics functions for optimal workflow and cost savings.
- Utilise technology and information systems to improve visibility and coordination in the supply chain.
- Evaluate and mitigate supply chain risks while promoting sustainable and ethical practices.

### Duration

**03-06**  
MONTHS

### Cost per person

**R7670**

### Delivery Mode

**HYBRID**

## Programme

# BUSINESS CONTINUITY

### Overview

In today's unpredictable environment, organisations face increasing threats from cyberattacks, power outages, pandemics, and natural disasters all of which can disrupt operations and cause severe financial and reputational damage. For both public and private sector institutions, the ability to respond to crises and maintain essential functions has become a critical measure of resilience and leadership.

The Business Continuity short course prepares managers and professionals with the knowledge and tools to design, implement, and maintain robust continuity and recovery plans. Participants will learn how to identify business-critical processes, assess risks, and develop proactive strategies to protect operations, data, and resources.

The course introduces key concepts in risk management, continuity planning, disaster recovery, and crisis communication, providing participants with practical techniques to respond effectively to disruptions and ensure operational sustainability.

Professionals will gain the capability to safeguard their organisations against potential crises, reduce downtime, and maintain stakeholder confidence. In an era where disruptions are inevitable, this course empowers participants to transform uncertainty into preparedness, ensuring that their organisations remain resilient, responsive, and reliable even in times of crisis.

### Outcomes

Upon completion of the course, participants will be able to:

- Explain the core principles and terminology of Business Continuity Management (BCM).
- Conduct risk assessments and business impact analyses to identify and prioritise critical functions.
- Develop and implement a Business Continuity Plan (BCP) tailored to their organisation or department.
- Formulate response and recovery strategies that minimise the impact of disruptions.
- Coordinate crisis communication and stakeholder engagement during incidents.
- Apply testing and evaluation frameworks to maintain ongoing readiness and resilience.

#### Duration

**03-06**  
MONTHS

#### Cost per person

**R7670**

#### Delivery Mode

**HYBRID**

**Programme**

# SUPERVISORY AND FIRST-LINE MANAGEMENT

**Overview**

Supervisors and first-line managers are the backbone of every successful organisation. They translate strategic goals into operational results and serve as the vital link between senior management and employees. Yet many professionals promoted into these roles lack formal training in leadership, communication, and performance management, which can limit their effectiveness.

The Supervisory and First-Line Management course equips participants with the practical skills and managerial confidence needed to lead teams, manage resources, and drive performance. The course focuses on key management functions such as planning, organising, leading, and controlling, as well as the interpersonal and communication skills essential for motivating staff and maintaining productivity.

Participants will learn how to manage people effectively, handle workplace challenges, and contribute to organisational goals with accountability and professionalism. The course also provides tools for problem-solving, decision-making, and team development, preparing supervisors to take on greater responsibility and lead with competence. Aspiring and newly appointed managers will strengthen their leadership capabilities and become more effective in guiding their teams toward operational excellence. For organisations, this investment ensures a more engaged workforce, improved efficiency, and stronger alignment between strategy and execution.

**Outcomes**

Upon completion of the course, participants will be able to:

- Demonstrate an understanding of supervisory and management principles and their application at the operational level.
- Apply planning, organising, leading, and controlling processes to manage teams effectively.
- Communicate and collaborate efficiently within diverse workplace environments.
- Implement performance management systems to improve employee and organisational performance.
- Apply leadership and motivation techniques to inspire and guide teams.
- Uphold ethical and professional standards in supervisory and managerial decision-making.

**Duration**

**03-06**  
MONTHS

**Cost per person**

**R7670**

**Delivery Mode**

**HYBRID**

## Programme

# PRACTICAL LABOUR RELATIONS

## Overview

South Africa's labour landscape is one of the most dynamic and highly regulated in the world. Frequent disputes, strikes, and compliance challenges continue to disrupt workplaces, affecting productivity and organisational stability. In this environment, a solid understanding of labour legislation and sound employee relations practices is essential for effective management and harmonious workplaces. The Practical Labour Relations course equips participants with the skills and knowledge to navigate South Africa's complex labour relations framework confidently. It covers key legislation such as the Labour Relations Act, Basic Conditions of Employment Act, and Employment Equity Act, while focusing on practical application within diverse organisational contexts.

Participants will learn how to manage grievances and disciplinary procedures, handle negotiations and disputes, and foster cooperative employer–employee relationships. The course also provides tools for preventing workplace conflict and promoting compliance, fairness, and ethical labour practices. Managers, supervisors, HR practitioners, and union representatives will gain the confidence to engage constructively in labour relations processes, ensuring productivity and legal compliance. Strengthening these capabilities helps organisations build trust, stability, and industrial harmony, which are critical for sustainable performance and growth in South Africa's evolving employment environment.

## Outcomes

Upon completion of the course, participants will be able to:

- Explain the principles, laws, and policies governing labour relations in South Africa.
- Apply disciplinary and grievance procedures in line with legal and organisational requirements.
- Demonstrate effective negotiation and collective bargaining skills.
- Analyse and manage industrial disputes using appropriate mechanisms and institutions (e.g., CCMA).
- Promote fairness, equity, and ethical conduct in employment relations.
- Foster collaborative labour-management partnerships that support organisational stability and growth.

### Duration

**03-06**  
MONTHS

### Cost per person

**R7670**

### Delivery Mode

**HYBRID**



## Programme

# BASIC ENTREPRENEURSHIP

## Overview

South Africa's economy depends on innovative and resilient entrepreneurs who can create jobs, stimulate local economies, and drive inclusive growth. Yet, many aspiring business owners struggle to turn their ideas into sustainable enterprises because they lack foundational business knowledge and practical skills. The Basic Entrepreneurship course is designed to bridge this gap by empowering participants to confidently start and manage successful small businesses.

This course provides the essential building blocks of entrepreneurship, from developing a viable business idea and assessing market potential to preparing a business plan, managing finances, and ensuring long-term sustainability. Participants will also gain insight into the entrepreneurial mindset, learning how to navigate risk, seize opportunities, and build resilience in challenging economic conditions.

Attending this course is an investment in your future. It equips you with the knowledge, confidence, and tools needed to move from concept to execution, turning your ideas into income-generating ventures. Participants will leave ready to contribute to their communities through enterprise creation, innovation, and employment generation.

Whether you are an aspiring entrepreneur, a recent graduate, or someone seeking self-employment, this course offers a practical roadmap for building and sustaining a thriving business in South Africa's evolving economy.

## Outcomes

Upon completion of the course, participants will be able to:

- Demonstrate an understanding of entrepreneurial principles and functions in business creation and management.
- Identify and assess viable business opportunities through structured analysis.
- Prepare a comprehensive business plan incorporating financial, marketing, and operational components.
- Apply basic financial management techniques to control costs and ensure profitability.
- Implement effective management practices to sustain and grow a small enterprise.
- Develop and maintain an entrepreneurial mindset characterised by innovation, resilience, and ethical leadership.

### Duration

**03-06**  
MONTHS

### Cost per person

**R7670**

### Delivery Mode

**HYBRID**

## Programme

# RESEARCH METHODS AND DATA ANALYSIS FOR PRACTITIONERS

## Overview

In a world increasingly defined by data, organisations that base their decisions on evidence rather than intuition gain a clear strategic advantage. Yet many professionals struggle to translate complex information into meaningful insights that drive action. The Research Methods and Data Analysis for Practitioners course, offered by the DUT Business School, bridges this gap by equipping participants with the knowledge and practical tools needed to collect, analyse, and interpret data effectively.

This course provides a strong foundation in research design, methodology, and analytical techniques that support evidence-based decision-making and policy formulation. Participants will learn how to develop research questions, apply quantitative and qualitative methods, and use analytical tools such as SPSS and NVivo to uncover patterns, trends, and relationships within data.

Professionals, managers, and researchers will strengthen their ability to solve organisational problems, evaluate programmes, and make informed strategic decisions. The programme empowers participants to transform raw data into actionable intelligence that enhances performance, accountability, and innovation across sectors. In an economy where information is power, this course ensures that participants are not just consumers of data, but skilled interpreters and users of it to achieve measurable organisational impact.

## Outcomes

Upon completion of the course, participants will be able to:

- Differentiate between research paradigms and align them with suitable methodologies and analytical techniques.
- Design and implement research using both qualitative and quantitative approaches.
- Use SPSS to perform descriptive, inferential, and correlational statistical analyses.
- Apply NVivo to code, categorise, and interpret qualitative data effectively.
- Visualise and interpret research findings for evidence-based reporting and publication.
- Combine insights from mixed methods to support data-driven decisions and scholarly contributions.

### Duration

**03-06**  
MONTHS

### Cost per person

**R13 000**

### Delivery Mode

**HYBRID**

## Programme

# HUMAN-CENTRIC DIGITAL TRANSFORMATION

## Overview

In a world where technology is reshaping industries, the greatest competitive advantage no longer lies in digital tools alone, but in how leaders use them to empower people, innovate responsibly, and drive sustainable growth. The Human-Centric Digital Transformation Programme is designed for senior managers and organisational leaders who want to lead meaningful digital change that places people at the centre of transformation.

This programme equips leaders with strategic, analytical, and innovation-driven skills to design and implement digital transformation strategies that balance technological advancement with human value creation. Participants will explore key themes such as digital leadership, design thinking, data-driven decision-making, and business model innovation, gaining practical tools to drive performance and adaptability in the digital age.

By enrolling in this programme, leaders will learn how to guide their organisations through digital disruption while maintaining trust, inclusion, and purpose. The course helps participants transform strategic vision into actionable results, preparing them to lead digital initiatives that enhance productivity, improve customer experiences, and promote long-term organisational resilience. In an era where digital transformation defines success, this course ensures leaders are equipped not just to adopt technology but to lead it responsibly and effectively.

## Outcomes

Upon completion of the course, participants will be able to:

- Use digital vocabulary effectively to lead strategic discussions in the workplace.
- Assess their organisation using the Digital Maturity Matrix (DMM) to identify strengths, challenges, and areas for growth.
- Apply Design Thinking to generate innovative and human-centred solutions.
- Evaluate the impact of disruptive technologies and formulate adaptive responses.
- Harness data-driven decision-making to improve performance and generate insights.
- Develop digital revenue models to enhance competitiveness and sustainability.
- Understand and leverage ecosystem thinking for partnership development and strategic alliances.

### Duration

**03-06**  
MONTHS

or Up to **36 Hours**

### Cost per person

**R12 635**

### Delivery Mode

**HYBRID**

## Programme

# LEAN SIGMA

### Overview

In a competitive and resource-constrained business environment, organisations can no longer afford inefficiency, waste, or inconsistent quality. The Short Course in Lean Sigma, provides professionals with the knowledge and tools to drive operational excellence and continuous improvement in their organisations.

This course introduces participants to the globally recognised Lean Management and Six Sigma methodologies, which focus on streamlining processes, reducing waste, improving quality, and enhancing customer satisfaction. Participants learn to apply data-driven analysis and problem-solving techniques to identify inefficiencies, measure performance, and implement sustainable improvements.

Through interactive learning and practical case studies, participants will gain competence in using tools such as Value Stream Mapping, 5S, Kaizen, Root Cause Analysis, and the DMAIC (Define, Measure, Analyse, Improve, Control) framework. These techniques enable them to make informed decisions that improve productivity, reduce costs, and enhance organisational agility.

Enrolling in this course empowers professionals to become change leaders and process improvement champions, capable of delivering measurable results and fostering a culture of innovation and quality within their organisations. Whether in manufacturing, services, or the public sector, Lean Sigma provides the strategic advantage needed to compete and excel in today's performance-driven economy.

### Outcomes

Upon completion of the course, participants will be able to:

- Explain the core principles and frameworks of Lean and Six Sigma.
- Apply the DMAIC methodology to real-world process improvement projects.
- Identify and eliminate waste and inefficiencies in organisational operations.
- Use statistical and analytical tools to measure and reduce process variation.
- Design and manage continuous improvement initiatives aligned with business goals.
- Promote a quality-driven organisational culture that supports operational excellence.

#### Duration

**03-06**  
MONTHS

#### Cost per person

**R7670**

#### Delivery Mode

**HYBRID**

**Programme**

# DEPARTMENTAL HEADS DEVELOPMENT PROGRAMME

**Overview**

Leadership at a departmental level has become one of the most demanding roles in higher education and institutional environments. South Africa's universities and colleges face increasing pressure to deliver quality teaching, research excellence, transformation, and accountability, all within constrained budgets and fast-changing policy contexts. Many Heads of Department find themselves managing complex teams and competing priorities with little formal preparation for the role.

The Head of Department Development Programme is designed to address this leadership gap. It equips new and aspiring HODs with the strategic insight, operational competence, and people management skills required to lead effectively in today's dynamic environment.

Participants will learn how to interpret institutional policies, manage performance, allocate budgets responsibly, and uphold academic quality while fostering innovation and collaboration. The course also provides a platform for self-reflection, peer learning, and networking with other leaders facing similar challenges.

Enrolling in this programme gives participants a competitive advantage in leadership readiness, helping them to transition confidently into senior management roles. Institutions benefit from departments led by capable, ethical, and visionary HODs who can improve performance, drive transformation, and ensure academic and operational excellence.

**Outcomes**

Upon completion of the course, participants will be able to:

- Demonstrate a clear understanding of the roles, functions, and responsibilities of Heads of Department.
- Apply leadership and strategic management principles to guide departmental performance.
- Manage human, financial, and physical resources effectively and ethically.
- Ensure quality, compliance, and academic governance in departmental operations.
- Communicate and engage with stakeholders using effective and professional strategies.
- Lead and support change, innovation, and transformation within academic and administrative settings.

**Duration**

**03-06**  
MONTHS

**Cost per person**

**R16 000**

**Delivery Mode**

**HYBRID**

## Programme

# LEADERSHIP

### Overview

South Africa's public institutions and private organisations alike are navigating a period of profound transformation marked by economic uncertainty, governance challenges, technological disruption, and social change. At the heart of these complexities lies one decisive factor — leadership. The country's ongoing struggles with poor governance, declining productivity, staff disengagement, and weak accountability underscore the urgent need for competent, ethical, and forward-thinking leaders who can inspire performance, manage change, and rebuild public and corporate trust.

The Short Course in Leadership equips current and emerging leaders with the critical skills to lead with integrity, communicate effectively, manage conflict, and make informed decisions in an increasingly digital and uncertain world. Participants will learn how to apply leadership frameworks that foster collaboration, innovation, and ethical decision-making which is an essential attribute in a context where both the public and private sectors face rising stakeholder expectations, financial pressures, and technological shifts brought about by the Fourth Industrial Revolution.

This course goes beyond theory: it develops practical leadership competence through reflection, experiential learning, and case studies grounded in real South African challenges. Whether managing municipal teams struggling with service delivery or steering business units through digital transformation, participants will gain the insight and confidence to lead decisively and ethically. By enrolling in this programme, leaders will strengthen their own professional capabilities but also contribute to building accountable, innovative, and resilient organisations, the kind of leadership South Africa urgently needs to drive inclusive growth and sustainable development in the public and private sectors alike.

### Outcomes

- Acquire the necessary skills to understand and engage with the stakeholders.
- Effectively manage conflict, budgets, time, stress and projects in the workplace.
- Plan, communicate, strategize and solve problems.
- Write effective reports.
- Understand the rapid technological changes brought about through 4IR/ Digitization and learn how to integrate them.

#### Duration

**03-06**  
MONTHS

#### Cost per person

**R7670**

#### Delivery Mode

**HYBRID**

## Programme

# LOCAL GOVERNMENT

## Overview

South Africa's municipalities are at a critical juncture. Persistent audit failures, service delivery backlogs, and governance breakdowns have eroded public confidence in local government institutions. According to the Auditor-General's latest reports, more than 80% of municipalities received qualified, adverse, or disclaimed audit opinions, with only a small fraction achieving clean audits. This alarming trend reflects systemic weaknesses in financial management, compliance, planning, and leadership capacity, areas that can only be addressed through targeted professional development and skills enhancement.

The Short Course in Local Government Management offered by the DUT Business School directly responds to this national need. It is designed to empower municipal officials, councillors, and administrators with the knowledge, tools, and competencies required to lead effectively, manage public resources responsibly, and restore accountability within their institutions.

This course focuses on strengthening institutional capacity, enhancing financial discipline, and promoting ethical and transparent governance in line with the Municipal Systems Act, Municipal Finance Management Act (MFMA), and King IV & V principles of accountability. Through a blend of theoretical grounding and practical case-based learning, participants will gain actionable insights into strategic planning, performance management, service delivery, and community engagement. By enrolling in this course, officials will not only advance their professional development but also contribute meaningfully to turning around municipal performance, achieving clean audits, and improving service delivery outcomes. The programme builds the leadership capability that South Africa's local government sector urgently requires to meet the expectations of its citizens and realise the goals of the National Development Plan (NDP 2030) — a capable, accountable, and developmental state.

## Outcomes

Upon completion of the course, participants will be able to:

- Demonstrate an understanding of the legislative and institutional framework of local government in South Africa.
- Apply leadership, ethics, and governance principles in municipal management.
- Manage financial and budgetary processes in compliance with statutory requirements.
- Implement service delivery and performance management systems effectively.
- Promote local economic development through sustainable and inclusive strategies.
- Facilitate public participation and intergovernmental collaboration to enhance accountability and service delivery.

### Duration

**03-06**  
MONTHS

### Cost per person

**R7670**

### Delivery Mode

**HYBRID**

## Programme

# APPLIED TAX AND FINANCIAL PLANNING

## Overview

In an environment of rising financial complexity, tightening regulation, and shifting tax policy, South African professionals and organisations need more than basic financial knowledge. Professionals and organisations need the ability to make informed, compliant, and strategic financial decisions. The Short Course in Applied Tax and Financial Planning, offered by the DUT Business School, is designed to meet this critical need.

This course empowers participants to interpret and apply South African tax legislation while developing sound financial planning strategies that enhance personal and organisational financial performance. It bridges the gap between theory and practice through real-world case studies, simulations, and scenario-based exercises, equipping learners with the tools to manage financial risks, improve compliance, and identify opportunities for sustainable wealth creation.

For finance professionals, entrepreneurs, and public-sector managers, this course provides a competitive edge by strengthening their decision-making, ethical reasoning, and advisory competence in a constantly evolving fiscal environment. Organisations that invest in this programme will benefit from improved financial governance, cost efficiency, and long-term strategic planning capacity. Participants who enrol for the course take a decisive step toward becoming trusted financial advisors and strategic partners capable of contributing to South Africa's economic stability and growth.

## Outcomes

Upon completion of the course, participants will be able to:

- Interpret and apply key financial and tax regulations within the South African context.
- Formulate integrated financial plans for individuals and businesses.
- Evaluate tax implications of financial decisions and design strategies that enhance compliance and efficiency.
- Demonstrate professional ethics and regulatory awareness in financial practice.
- Analyse financial data to diagnose client needs and recommend sustainable financial solutions.

### Duration

**03-06**  
MONTHS

### Cost per person

**R15 000**

### Delivery Mode

**HYBRID**

## Programme

# COMPLIANCE AND INTEGRITY MANAGEMENT

## Overview

South Africa's public and private sectors continue to face growing scrutiny over governance failures, corruption, and non-compliance with regulatory standards. These challenges have eroded public trust and highlighted the urgent need for professionals who can strengthen accountability and ensure ethical conduct within organisations.

The Short Course in Compliance and Integrity Management, offered by the DUT Business School, equips participants with the knowledge and skills to build resilient compliance systems and promote a culture of integrity. The course provides a comprehensive understanding of ethical governance, risk management, and institutional accountability, with a focus on preventing fraud, corruption, data breaches, and environmental, social, and governance (ESG) violations.

Through practical case studies and applied frameworks, participants will learn how to design, implement, and evaluate compliance programmes that align with legal and ethical obligations while supporting strategic objectives. This course is ideal for managers, auditors, compliance officers, and public officials who wish to strengthen their capacity to safeguard organisational integrity and enhance stakeholder confidence.

## Outcomes

Upon completion of the course, participants will be able to:

- Interpret and apply ethical, legal, and governance frameworks relevant to compliance management.
- Develop and implement effective compliance programmes and integrity systems.
- Identify and mitigate organisational compliance risks using structured control mechanisms.
- Promote a culture of accountability and transparency through ethical leadership.
- Apply specialised compliance knowledge within diverse contexts such as fraud prevention, cybersecurity, ESG, or the public sector.

### Duration

**03-06**  
MONTHS

### Cost per person

**R15 000**

### Delivery Mode

**HYBRID**

## Programme

# COST CONTROL AND REVENUE MANAGEMENT

## Overview

South Africa's public and private sectors are under mounting pressure to deliver results with limited resources. Municipalities face increasing scrutiny over budget inefficiencies, while businesses struggle to remain competitive amid rising operational costs and tightening profit margins. In this climate, effective cost control and revenue management are no longer optional, but they are essential for survival and growth.

The Short Course in Cost Control and Revenue Management, is designed to help professionals master the principles and tools required to manage financial performance strategically and sustainably. Participants will learn how to analyse cost structures, identify inefficiencies, and implement data-driven decisions that improve profitability and resource utilisation.

This course offers immediate workplace value. For public-sector officials, it enhances accountability, compliance, and alignment with frameworks such as the PFMA and MFMA. For private-sector managers, it supports stronger financial planning, improved pricing strategies, and higher returns on investment. Participants in this program will gain the skills and confidence necessary to enhance revenue opportunities, improve cost control, and strengthen their organisations' financial resilience. Ultimately, this course prepares leaders to make sound financial decisions that ensure efficiency, transparency, and long-term sustainability. These qualities are indispensable in South Africa's current economic environment.

## Outcomes

Upon completion of the course, participants will be able to:

- Apply cost classification and managerial accounting techniques to support decision-making.
- Design and manage budgets and forecasts that enhance resource allocation and financial sustainability.
- Implement cost-control mechanisms that promote operational efficiency and service delivery improvement.
- Develop and evaluate revenue management strategies suitable for different institutional contexts.
- Measure performance through value-for-money and cost-effectiveness analysis.
- Apply risk management and internal control frameworks to ensure compliance, accountability, and ethical financial conduct.

### Duration

**03-06**  
MONTHS

### Cost per person

**R 15 000**

### Delivery Mode

**HYBRID**

## Programme

# FINANCE FOR NON-FINANCIAL MANAGERS

## Overview

In today's competitive environment, every decision within an organisation has financial consequences. Yet, many capable managers, technical experts, and operational leaders hesitate to engage fully in financial discussions because they lack formal financial training. The Short Course in Finance for Non-Financial Managers, offered by the DUT Business School, is designed to close this critical knowledge gap.

This course empowers participants to understand, interpret, and apply financial information with confidence. Through practical examples and case-based learning, participants gain essential skills in budgeting, cost management, performance evaluation, and investment appraisal. They learn to read financial statements, manage departmental budgets, and make informed decisions that improve profitability and organisational efficiency.

For organisations, this programme develops financially literate managers who can align operational activities with strategic goals, control costs effectively, and enhance accountability. For individuals, it offers the confidence and competence to participate meaningfully in financial planning and decision-making processes. Participants who enrol in this course, will strengthen their ability to connect technical and operational insight with financial strategy, a skill that is increasingly vital for leadership success in both the public and private sectors.

## Outcomes

Upon completion of the course, participants will be able to:

- Interpret and analyse financial statements to assess organisational performance.
- Evaluate financial health using key ratios and cash flow indicators.
- Apply management accounting techniques to support planning, budgeting, and control.
- Conduct investment appraisals using quantitative tools such as NPV and IRR.
- Contribute to strategic financial planning and articulate the financial implications of operational decisions.
- Communicate financial insights effectively to non-financial and financial stakeholders alike.

### Duration

**03-06**  
MONTHS

### Cost per person

**R13 000**

### Delivery Mode

**HYBRID**

## Programme

# INTERNAL AUDITING AND FINANCIAL CONTROL

## Overview

South Africa continues to face serious challenges in financial governance, with recurring audit findings from the Auditor-General highlighting weak internal controls, irregular expenditure, and governance failures across both public and private institutions. These issues reveal a pressing need for skilled professionals who can uphold accountability, transparency, and ethical financial management.

The Short Course in Internal Auditing and Financial Control is designed to meet this need by equipping participants with the knowledge and practical skills to manage financial control systems, strengthen compliance, and promote sound governance. The course builds a strong foundation in auditing principles, risk management frameworks, and internal control evaluation, enabling professionals to identify fraud risks, assess control effectiveness, and produce reliable audit reports that inform decision-making.

This course is ideal for auditors, accountants, compliance officers, financial managers, internal control specialists, and public-sector officials seeking to enhance their professional competence. It is also suitable for managers who oversee financial operations and wish to improve oversight and accountability within their departments.

Participants will gain the tools to ensure financial integrity, regulatory compliance, and organisational resilience. They will emerge better equipped to contribute to clean audits, improved governance, and ethical financial management, which are critical to restoring public and investor confidence in South Africa's institutions.

## Outcomes

Upon completion of the course, participants will be able to:

- Differentiate between internal and external audit functions within governance systems.
- Apply ethical and governance frameworks (King IV & V, PFMA, MFMA) to audit processes.
- Conduct risk-based audits using COSO and ERM methodologies.
- Evaluate and test internal control systems for effectiveness and compliance.
- Apply financial control techniques to support performance management.
- Identify, assess, and respond to fraud risks through appropriate control measures.
- Prepare professional audit reports that communicate findings and support decision-making.

### Duration

**03-06**  
MONTHS

### Cost per person

**R 15 000**

### Delivery Mode

**HYBRID**

## Programme

# PUBLIC FINANCE AND GOVERNANCE

## Overview

South Africa continues to face serious challenges in the management of public funds, with repeated findings by the Auditor-General revealing widespread irregular expenditure, weak internal controls, and non-compliance across government entities. According to recent AG reports, a large proportion of municipalities and departments failed to achieve clean audits, reflecting the urgent need for improved financial governance, fiscal discipline, and ethical leadership in the public sector.

The Short Course in Public Finance and Governance, offered by the DUT Business School, responds directly to these challenges by equipping public officials, financial practitioners, and policy implementers with the competencies to manage public resources responsibly and transparently.

This course strengthens institutional capacity in financial management, budgeting, accountability, and compliance, empowering participants to align financial practices with the requirements of the Public Finance Management Act (PFMA), Municipal Finance Management Act (MFMA), Generally Recognised Accounting Practice (GRAP), and International Public Sector Accounting Standards (IPSAS).

Participants will learn practical methods for improving fiscal oversight, preventing irregular expenditure, and promoting clean audits through robust governance systems and ethical decision-making. The course also enhances participants' understanding of how sound public financial management supports service delivery, policy implementation, and economic development.

Officials will not only upskill themselves in modern financial governance practices but will also contribute to restoring public trust, improving institutional performance, and building a capable state that can deliver on South Africa's National Development Plan (NDP 2030).

## Outcomes

Upon completion of the course, participants will be able to:

- Demonstrate an understanding of public finance systems and fiscal policy in governance.
- Apply budgeting and expenditure planning tools to promote fiscal discipline.
- Interpret and prepare financial statements according to public sector standards.
- Design and assess internal control systems to mitigate financial risks.
- Execute and oversee public procurement processes in line with ethical and legal standards.
- Evaluate governance and compliance frameworks to strengthen institutional accountability and ethical leadership.

### Duration

**03-06**  
MONTHS

### Cost per person

**R15 000**

### Delivery Mode

**HYBRID**

## Programme

# INTRODUCTION TO DIGITAL TRANSFORMATION IN BUSINESS

## Overview

In an era defined by rapid technological change, no organisation can afford to operate with outdated systems or traditional management thinking. Businesses that fail to embrace digital transformation risk losing relevance, competitiveness, and market share. The Short Course in Introduction to Digital Transformation in Business provides the essential knowledge and tools needed to lead and manage in this new digital economy.

This course empowers participants to understand and apply emerging technologies (including artificial intelligence, automation, data analytics, and machine learning) to drive innovation, improve decision-making, and enhance operational efficiency. Participants learn how to assess their organisation's digital readiness, develop transformation strategies, and implement technologies that create real business value.

Business leaders, policymakers, and managers will gain the skills to future-proof their organisations, streamline workflows, and improve customer experience. The course also introduces practical frameworks and tools such as digital maturity models, process automation strategies, and data-driven performance dashboards, enabling participants to transform insights into actionable strategies.

## Outcomes

Upon completion of the course, participants will be able to:

- Demonstrate an understanding of AI technologies and their strategic applications in modern organisations.
- Analyse digital transformation frameworks and assess organisational readiness for digital innovation.
- Apply data analytics and automation tools to improve efficiency and decision-making.
- Evaluate ethical and governance challenges associated with AI adoption and data use.
- Develop strategic plans for implementing AI-driven transformation initiatives.
- Lead human-centric digital change that aligns technology adoption with people and processes.

### Duration

**03-06**  
MONTHS

### Cost per person

**R13 000**

### Delivery Mode

**HYBRID**



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# WORKSHOPS

## GENERAL MANAGEMENT

Assertiveness Skills

Coaching and Delegating

Disaster Management

Entrepreneurship

Innovation and Creativity

Leadership and Communication

Life Skills

Negotiation Skills

People Management

Problem-Solving and Decision Making

Role of the First Line Manager

Supervisory Development

Understanding Business

Change and Diversity

Corporate Governance

Effective Interviewing Skills

HIV and AIDS Guide for Business Leaders

Integrative Management

Leadership and People Management

Mentorship and Coaching Management

Organisation Behaviour

Performance Management

Professional Business Approaches in a Changing SA Environment

Small, Medium and Micro Enterprises Team

Building Understanding Business Culture

## GENERAL MANAGEMENT

Change Management Skills

Costing Systems

Emotional Intelligence

HIV/AIDS in the Workplace

Leadership

Monitoring

Motivation

Organising

Personal Mastery

Stress Management

Time Management

Women in Leadership

## OPERATIONS MANAGEMENT

Good Manufacturing Practice

Systems Theory

Resource Productivity

Understanding Costing Methodologies

Quality

## HUMAN RESOURCE MANAGEMENT / EMPLOYEE RELATIONS

Conflict Management Skills

Controlling

Shop Steward Development

## HUMAN RESOURCE MANAGEMENT / EMPLOYEE RELATIONS

Disciplinary Procedures

Diversity Management

Human Resource Administration

Industrial Relations

## PROJECT MANAGEMENT

Project Management

## MARKETING MANAGEMENT

Marketing Management

Marketing Sales and Service Management

## SERVICE DELIVERY MANAGEMENT

Customer Care

Customer Relationship Management

Customer Service

Customer Service Improvement

Customer Service Management

## LOGISTICS MANAGEMENT / SUPPLY CHAIN MANAGEMENT

Fleet Management

Procurement Management

Strategic Supply Chain Management

## FINANCIAL MANAGEMENT

Finance for Non-Financial Managers

Managing Taxation

Public Finance Management

Financial Accounting

## FINANCIAL MANAGEMENT

Numeracy and Financial Skills

Principles of Financial Management

Personal Financial Management

## COMMUNICATION / PRESENTATION / OFFICE MANAGEMENT

Business Communication

Exploring Learning through Communication

Office Management

Presentation and Facilitation Skills

Report Writing Skills

Business Writing Skills

Critical Language Usage

Personal Executive Assistant

Professional Business Communication

Workplace Writing Skills

Interpersonal Communications

Presentation Skills

Professional Minute Taking

Written and Oral Communication

**Attendance Certificates are awarded to attendees upon completion of an entire workshop.**

# PREVIOUS FACILITATORS

The section lists the facilitators of our executive programmes and Short Learning Programmes.



**Dr Shelda Debowski**

Senior consultant  
in Higher Education  
Development



**Professor Jonathan Jansen**

Professor of Education,  
Stellenbosch University, the  
immediate past president of  
the Academy of Science of  
South Africa



**Professor Walter H. Gmelch, Ph.D**

Professor of Leadership  
Studies, School of Education,  
University of San Francisco



**Professor Victor Ojakorotu**

Deputy Director, School of  
Government Studies,  
North West University



**Professor Marius Wait**

Associate Professor,  
Marketing Department,  
University of Johannesburg



**Dr Max Price**

Emeritus Vice-Chancellor,  
University of Cape Town



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# TESTIMONIALS

## Zethembiso “Zeeh” Ntombela

### District Manager

Parks, Leisure and Cemeteries Division  
Recreation & Parks Directorate | eThekweni  
Municipality

My tenure at the DUT Business School was instrumental in my professional and personal development. The rigorous academic environment and practical engagement cultivated my strategic leadership capabilities and fortified my resilience, preparing me comprehensively for the future organisational challenges.

My postgraduate qualifications directly secured my appointment as District Manager. As you explore our offerings, we encourage you to suggest customizations that align with your organization’s unique context and experiences. Our team is dedicated to collaborating with you to develop learning solutions that deliver maximum value. Whether you are seeking to enhance



“Growth in leadership & personal development”

**Phumlani Shinga**  
Regional Technical Advisor  
– Exports  
DEFY

I chose to enrol at DUT Business School (DBS) because I wanted a programme that blended practical learning with real business insight.

DBS offered the perfect balance of academic excellence and industry relevance, helping me grow professionally and gain the confidence to excel in today's dynamic business environment.



“ **Why I chose to enrol at DUT Business School**

## Mihle Vetman

### Position

### Organisation

I chose DUT Business School for its real-time, flexible learning across provinces. The innovative curriculum, strategic and entrepreneurial focus, and supportive lecturers broadened my understanding of the business world beyond my sector.

The industry-ready programmes shaped my leadership and analytical thinking, empowering me to pursue a future as a financial services business analyst.



“ **Why I chose to enrol at DUT Business School**

# APPLICATIONS

To apply visit:

[www.dbs.dut.ac.za](http://www.dbs.dut.ac.za)

Or scan the QR Code:



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