

Our full-time staff lead most core modules and participants additionally benefit from the input of experienced media managers from within the industry. We also draw on the extensive expertise of the lecturing staff from the Department of Journalism and Media Studies and other academic departments at Rhodes University.

SPI ADVISORY BOARD CHAIRPERSON: LINUS GITAHI

He is the Nation Media Group's Group Chief Executive Officer, effective 1 November, 2006. Mr Gitahi joined NMG after a long career as a senior executive with Pharmaceutical giant GlaxoSmithKline in East and West Africa, the Middle East and Europe.

Mr Gitahi graduated with a Bachelor of Commerce (accounting major) from the University of Nairobi and earned a diploma in management from the Kenya Institute of Management. He also holds an MBA from the United States International University.

He had been Managing Director of GlaxoSmithKline for West Africa since 2003, based in Lagos, and served the company previously in Nairobi as General Manager for Consumer Healthcare for East Africa and the Indian Ocean Islands. He was also head of African Consumer Marketing and has held other marketing posts in the company, which he joined in 1989.

Mr Gitahi is a board member of International Press Institute (IPI) board member of Federation of Kenya Employers (FKE), board member of Property Development & Management Ltd (PDM), Chairman of Africa Investment Bank, Governor Kenya Private Sector Association (KEPSA), Fellow of the Kenya Institute of Management (KIM), Board member of Media Council, Member of Media Owners Association, a Trustee of Street Families Rehabilitation Trust Fund, a Trustee of Africa Leadership Initiative (ALI) and a Holder of the Moran of the Burning Spear (MBS).

**SPI SENIOR STAFF
DIRECTOR: FRANCIS MDLONGWA**

He is head of Rhodes University's Sol Plaatje Institute (SPI) for Media Leadership. He joined the SPI -- Africa's only university-level institute which trains graduates and editors in media leadership and management -- in 2004.

Mdlongwa distinguished himself as an international desk editor, bureau chief and senior roving international correspondent of Reuters, the world's leading news agency, which employed him in several world capitals, including London, Nairobi and Harare, in the 1980s and 1990s.

He broke the story of the 1991 overthrow of Soviet President Mikhail Gorbachev and covered Africa's civil wars and peace in diverse countries stretching from Sudan and Ethiopia in the North to Angola and Lesotho in the South. He reported on landmark elections in the 1990s which ushered in multi-party democracy in countries such as South Africa, Malawi and Kenya.

Mdlongwa has headed several African media. He has been Group Editor-in-Chief of Associated Newspapers, publishers of Zimbabwe's Daily News, which was banned by the government in 2003; he was Editor-in-Chief of the Financial Gazette, an authoritative financial newspaper based in Harare, for nearly a decade; and he was head of news and current affairs at Channel Africa, the external news service of the Johannesburg-based South African Broadcasting Corporation.

He is a media consultant who has run journalism and media management training programmes in the former Eastern Bloc nations of Serbia and Montenegro, and in many African countries such as Botswana, Egypt, Ethiopia, Kenya, Tanzania, South Africa and Zimbabwe, working on behalf of the International Research & Exchanges Board based in Washington, DC, and the Reuters Foundation.

For four years since 2004, he taught journalism courses such as news and features writing; news analysis and editorial and opinion pieces; and economics, business and financial reporting at Addis Ababa University's Graduate School of Journalism.

Between 2009 and 2010, he led a team of international academics which designed and established the first media management training programme in the Middle East. Based at Cairo University -- Egypt's oldest university -- the programme was taught by several international academics, including Mdlongwa. He holds an MBA in Global Management from Durham University in the United Kingdom.

DEPUTY DIRECTOR: PETER DU TOIT

Prior to joining the institute in 2003, Peter was a partner in the Media Education and Training Agency, which specialised in providing training in media management, conflict reporting, election reporting and media and democracy. He has run courses in South Africa, Rwanda, Nigeria, Uganda, Sierra Leone, Liberia, Zambia, Ghana, Indonesia, Egypt, Myanmar and East Timor. He has been responsible for developing and running the Department of J&MS' media management courses over the past seven years, which also involved an intensive research project into the editorial management training needs across the SADC region. He has worked with the Times Media Ltd stable of papers in Port Elizabeth and served as news editor for the Development Media Agency in Grahamstown. Peter has a BA Hons (Politics) (UPE), a Postgraduate Diploma in Journalism and Media Studies (Rhodes) and a M.Ed in Higher Education (Rhodes). Peter's particular interests relate to the impact that managers can make in effectively leading media organisations.



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Where leaders learn



Rhodes University's School of
Journalism and Media Studies
Our media learners are the
continent's media leaders

**SOL PLAATJE
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MEDIA LEADERSHIP**

For more information on courses offered by the
Sol Plaatje Institute for Media Leadership:
Contact +27(0)46 603 8949 or email: spi@ru.ac.za
Go to our Website: <http://spi.ru.ac.za>
Facebook: SolPlaatjeInstituteForMediaLeadership
Blog: <http://spiml.blogspot.com>
Twitter: <http://twitter.com/solplaatje>

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**NEXT
Newsroom
Management**

SPI

**SOL PLAATJE
INSTITUTE FOR
MEDIA LEADERSHIP**

NEXT Newsroom Management

Course Objective

This is a high-level course that targets editors-in-chief, news directors and news editors who supervise journalists and other media professionals in today's multi-platform newsrooms such as business editors, economics editors, features editors and sports editors in the print, broadcast and converged media. It gives participants conceptual and analytical tools and practical knowledge and skills of managing media organizations in an era of permanent and discontinuous change.

Through the use of case studies, role plays and scenario planning and simulations, the course addresses key challenges of leadership and management in media's increasingly ambiguous and uncertain operating environment and focuses on challenges that face newsroom editors in Africa, in particular, and in our world.



Linus Gitahi (Advisory Board Chairman) with Francis Mdlongwa (SPI Director)

Course Modules Over Five Days:

Leadership for Excellence

This module discusses a range of leadership styles and their impacts on followers, examining the trait, situational, transformational and transactional approaches, as well as the influences of emotional intelligence, substitutes and neutralizers in leadership and the sources and use of power by leaders, locating these in today's media industry plagued by permanent and discontinuous change. In particular, the module interrogates how leadership could be harnessed as a positive motivating factor that contributes to a desirable working environment and higher productivity.

Strategic Management

This module introduces course participants to media business strategy and the instruments used to survey the lay of the competitive land; it looks at both inward and outward-facing strategies which media organizations could adopt to achieve both short-term and long competitive advantage in an increasingly dual market for both local and global news services and products.

Managing Change

This module introduces and examines a range of models that are used to bring about change in an organization, interrogating in particular the key drivers and inhibitors of change in African media today and how managers could especially leverage the change drivers to positively transform their organizations to become more successful and sustainable.

Managing Teams and Individuals

The module introduces course participants to understanding what makes employees tick and what they want and why in the workplace; how to motivate people in workplaces, specifically examining the differences and similarities of managing individuals and teams and how to foster distributed leadership; the impact of multi-skilling and multi-tasking brought on by digital technology in today's multi-platform newsrooms.

Managing Stakeholder Engagement and Partnerships

This module immerses participants into the increasingly important role organizations need to play in cultivating and nurturing mutually beneficial stakeholder partnerships and relationships, harnessing the cumulative power of quantum ties and economies of scale, economies of scope, economies of geography, etc. to achieve a competitive advantage in the market place. It also examines how, in the new and more transparent digital world, businesses need to purposefully meld their business and social strategies to achieve the triple bottom line by improving profit, people and planet.

Take-home Management Tool Box

This module gives course participants an opportunity to draw key lessons from the course and put together their own personalised take-home management tools that tackle a particular management challenge covered during the course. Each participant makes a presentation to colleagues in class to demonstrate how and why he/she believes that this programme will work and the constraints that will need to be overcome, with the rest of the class interrogating the viability of the programme.

COURSE COSTS

The five-day course will run at the Sol Plaatje Institute for Media Leadership at Rhodes University in Grahamstown.

The course cost will be **R7 200.00**, including course materials, all lunches, teas and a working dinner.

Accommodation can be booked at bed and breakfast establishments in Grahamstown for about **R450.00** per person per day and recommendations are available from the Sol Plaatje Institute. Airport transfers are NOT included in the course fees but can be arranged on request.

Interested candidates may email the workshop coordinator **Linda Snam** on **l.snam@ru.ac.za** or **spi@ru.ac.za** or call on **046-6038949** for registration, more details and accommodation requirements.

You can also visit our website **<http://spi.ru.ac.za>**

The number of participants is limited. Registration will not be confirmed without payment at least 10 days before the course commences.

Please make payments by direct transfer to the Rhodes University Bank Account:

**First National Bank,
Grahamstown
Branch code: 210717
Account code: 621 4550 3076
Ref: NEXT
(Please do not forget
this reference)**

Please fax proof of payment to +27 (0) 46 603 7527

Cancellations received later than 7 days before the programme commences will be liable for 50% of the fee and non-arrivals will be charged the full fee.

The Sol Plaatje Institute for Media Leadership

The Sol Plaatje Institute (SPI) was established in 2002. The Institute is a pioneering initiative that provides courses for present and future media leaders to improve their editorial and business skills. The Institute offers high-level media management courses that attract participants from South Africa and the African continent. The Institute is named after Solomon T. Plaatje (1876-1932), one of the most remarkable South Africans of his generation. Plaatje was an outstanding political leader, a prolific writer and journalist. He was one of the founders of the African National Congress and became the party's first general secretary. Plaatje also edited two Setswana-language newspapers. His political book, "Native Life in South Africa", is a classic while his historical novel, "Mhudi", was the first novel in English to have been written by a black South African.