



**SOL PLAATJE INSTITUTE
FOR MEDIA LEADERSHIP**

2021/2022

OUR HISTORY: ABOUT SOLOMON PLAATJE



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, prolific writer, newspaper proprietor and journalist. He was one of the founders of the African National Congress and became the party's first general secretary. His political book "Native life in South Africa" is an indictment of pre-grand apartheid discriminatory legislation while his historical novel "Mhudi" was the first novel in English to have been written by a black South African. Sol Plaatje was publisher editor of Koranta ea Becoana (Becuana Gazette) in Mafikeng and later Tsala ea Becoana (Becuana Friend) and Tsala ea Batho (The Friend of the People). These newspapers were published in Setswana and English.

VISION

Through our activities as an effective and sustainable institution, the Sol Plaatje Media Leadership Institute plays a key role in the success and quality of African media which meets and contributes to global journalism standard and information flow.

African print, broadcast and on-line media are better led and take effective advantage of new markets, technologies and systems.

The quality, impact and integration of the media in Africa is improved and is contributing to the democratic and socio-economic development of the continent.



MISSION

The SPI will:

- Make a significant contribution to the sustainability of media in Africa by promoting effective and innovative management and leadership practices.
- Enable editors and media owners and managers to respond to the demands of the competitive and fluid political, economic and technological global environment.
- Provide postgraduate courses and in-service training opportunities in all areas of media management, which prepare students and professionals to excel in leading media enterprises. Conduct ongoing research into media management practice and needs which informs SPI activities and provides professional guidance to leaders in the media industry.
- Provide specific consultancy services to enhance the leadership and management of media organisations.
- Develop synergies within the School of Journalism at Rhodes University and other resource partners.
- Maintain, develop and provide efficient administration services.
- Enhance the quality of SPI's activities through ongoing critical reflection and evaluation; and
- Promote the profession of media management and develop the SPI's profile, services and capacities to ensure a long-term contribution.

Postgraduate Diploma in Media Management Overview



The Postgraduate Diploma in Media Management (PDMM) is designed to prepare recent graduates and working professionals to fast track their careers to management positions in the media industry. Our intensive full-time programme and online/distance programmes aim to equip tomorrow's media leaders with the skills and knowledge they need to lead innovative media organisations as these grapple with the challenges and opportunities presented by new technologies.

The course addresses key issues confronting media managers including questions relating to, among others, the impact of new technologies on traditional media, the critical role of leadership, managing people in changing times, understanding media markets and making creative content decisions. The course also introduces students to the fundamentals of media economics, human resource management and distribution strategies.

The full-time and distance courses run in tandem. The entrance requirements for the PGDip in Media Management is an undergraduate degree in any discipline. However, for the distance course, consideration will be given to admitting some students based on the recognition of their prior learning and other conditions to encourage greater access by previously disadvantaged students.

Primarily designed as a professionally-orientated qualification, the PDMM's location on the same level as an honours degree on the South African National Qualifications Framework means it can also provide a stepping stone to a masters-level qualification.

PDMM MODULES

1. Media Management Contexts, Policy and Institutions

This introductory and overarching module assesses the role of media in society and the critical issues media managers need to consider regarding democratisation and how regulation, policy and policy issues, staff diversity, gender and transformation impact the operations of a media organization.

2. Media Management and Leadership

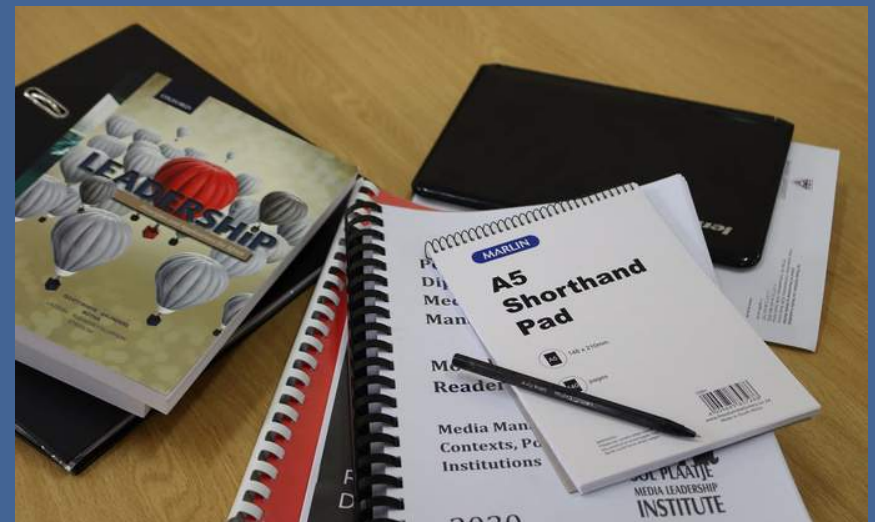
This module provides a firm grounding in leadership and management theories and develops the skills and attitudes required to effectively motivate and manage teams of media professionals in a way that promotes performance in the workplace. The module also incorporates a focus on skills needed in the areas of change management, decision-making and strategic planning.

3. Resource Management

.This module provides an overview of the different theoretical and practical issues involved in human resource planning and development at a media organization. The module covers core human resource management functions and deliverables such as staff planning and policy development, job analysis, recruitment, performance management, motivation, training, mentoring, coaching and discipline.

4. Managing Markets, Audiences and Advertising

This module provides an understanding of media markets and the strategic and analytical skills needed in ensuring media products achieve optimum penetration in competitive markets. It covers the knowledge required to conduct, commission or analyse appropriate research and the fundamentals for positioning, marketing and promoting mediaproducts.



5. Financial management and Media Economics

This module addresses the economic and financial fundamentals of running a sustainable and profitable media organization –and to do so ethically. It covers budgeting, cost controls, revenue generation, as well as strategies for fundraising and accessing financial support. It provides participants with the financial planning, budgeting, monitoring and reporting skills that are required to ensure an organization meets its fiscal goals.

6. Managing Markets, Audiences and Advertising

The module introduces participants to different approaches to content management and provision in the print, broadcast, and converged media industries. The module investigates topics such as media product development, niche packaging, convergence, and programming trends that are emerging in today's digital, multi-platform media. It explores strategies for marrying audience needs with advertisers' demands, using both quantitative and qualitative research methodologies.

7. New Media and Convergence

This module explores different ways in which media organizations use digital and other emerging media platforms to add value and utility to existing products. It focuses on different models of convergence, online content provision and the use of cellular technology as well as the impact that these emerging technologies are having on established media.

8. Media Distribution and Circulation

This module addresses the pivotal strategic role that a distribution and circulation department plays in a multi-platform media enterprise. The module is designed to enhance participants' understanding of imperatives that drive distribution and circulation of news services and products, as well as introducing them to a range of strategies for effective sales management and distribution, pricing, subscriptions, and sales team management.



School of Journalism & Media Studies
Rhodes University, South Africa

Sol Plaatje Institute for Media Leadership

A unique African Institute which offers:

- Postgraduate training programmes**
and courses for both practising and aspirant media managers.
- A basket of accredited and certificated**
professional short courses for both working and emerging media leaders.



ENTRANCE REQUIREMENTS

Full-time Postgraduate Programme:

Applicants should ideally have completed an undergraduate degree from a recognised university. Experienced media practitioners with diplomas in journalism or mass communication studies will also be considered.

Online/Distance Postgraduate Programme:

An undergraduate degree in any discipline. Consideration will be given to admit students based on the Recognition of Prior Learning (RPL) provided that these students have been in the media industry for at least five years and have a diploma and/or advanced certificate in a cognate discipline (e.g. Diploma in Journalism or Advanced Certificate in Marketing and Communications).

All application details and forms are available on our website <https://www.ru.ac.za/spi>.

The closing date for applications is 14 January 2022. The closing date for RPL applications (distance programme) is 30 November 2021.

Media Management Short Courses

The Sol Plaatje Institute (SPI) for Media Leadership offers a range of professional and certificated media management short courses for practising media managers from across Africa. So far, more than 5 000 participants have attended these courses since the launch of the SPI in 2002. The Institute also designs customized courses that address media company's and organisations identified training needs (e.g. strategic management; management of talent in media industries, financial management for media; marketing and advertising for media in competitive markets; etc.) and accredits these courses through Rhodes University.



SHORT COURSE CALENDAR - 2022

• Essentials of Digital Media Management	21 - 25 Feb 2022	Makhanda
• Govt. Media - Essentials Tools for Editors & Journalists	14 - 18 Mar 2022	Makhanda
• Essentials of Digital Media Management Essentials	04 - 08 Apr 2022	Online
• Essentials of Broadcast Media Management	16 - 20 May 2022	Makhanda
• Govt. Media - Essential Tools for Editors & Journalists	20 - 24 Jun 2022	Online
• Essentials of Print Media Management	20 - 24 Jun 2022	Makhanda
• Essentials of Media Law and Ethics	18 - 22 Jul 2022	Makhanda
• Essentials of Print Media Management	25 -29 Jul 2022	Online
• Essentials of Quality Writing for Impact	15 - 19 Aug 202	Online
• Essentials of NEXT Newsroom Management	22 - 26 Aug 2022	Johannesburg
• Essentials of Managing People (HR)	19 - 23 Sep 2022	Johannesburg
• Essentials of Digital Media Management	17 - 21 Oct 2022	Makhanda

ESSENTIALS OF DIGITAL MEDIA MANAGEMENT

This course focuses on recent and emerging developments in the digital media sector that have had and are continuing to have a significant impact on various industries. The course is primarily intended for editors, senior editorial staff, communication and PR managers/ officers responsible for developing and implementing new media strategies for their respective organizations. It will also benefit individuals within organizations who have to think differently about their content and the platforms for which they produce it. Our courses emphasize interactive learning and knowledge sharing, especially learning by doing, and represent a valuable platform to network with fellow digital media managers from across Africa.

In short, the course covers:

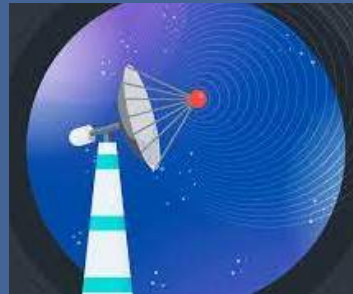
- Why social media matters and why you can't afford to ignore it.
- How to grow, listen to and engage with your online audiences.
- How you can use social media to produce and promote compelling content.
- How to use free tools to monitor, measure, refine and streamline your efforts.

In short, the course covers:

- Social media best practices for both media houses and business.
- Essential ethical and legal considerations when using social media.
- Case studies of effective (and problematic) use of social media.
- Discussion around participants' experiences and goals relating to social media.
- How social media strategy fits into a broader digital media strategy
- A primer on monetizing social media/business models
- The hidden and direct costs of using – or not using – social media

- Useful smartphone / tablet apps for content creation in the field (for content acquisition, editing and publishing).
- Useful search techniques and online tools to find relevant sources and key information on the web.
- Basic data visualization: how to find relevant data, clean/format it, identify patterns/trends and create basic visualizations (e.g. maps and graphs) for use online.
- Free tools for creating compelling content: Storify, galleries, timelines, infographics, and live blogging.

ESSENTIALS OF BROADCAST MEDIA MANAGEMENT



The Essentials of Broadcast Media Management is intended for broadcast managers who are willing to invest a week of their time to take a critical look at themselves and their jobs.

The course will not seek to turn the broadcast manager into a Jack of all trades but will put each participant into the shoes of his or her departmental chiefs. In other words, it will give participants the chance to learn what makes their colleagues and subordinates tick. The course will provide participants with insights and practical skills to help them make direct interventions in their broadcast media.

The following modules are offered on this course:

- Media Management and Leadership
- Programme Management
- Managing the Budget
- New Regulatory Environment
- Human Resources Management
- The Importance of Editorial Independence and Media Ethics

GOVERNMENT MEDIA: ESSENTIAL TOOLS FOR EDITORS & JOURNALISTS

This course looks at exploring and analysing various media tools that can assist government institutions and organizations to produce effective communications strategies.

The course is intended for anyone who handles communication in central government, local government and municipalities and regularly interacts with the public. The course provides an opportunity to network and share ideas with other communications managers on how to enhance media plans and how to maintain constant communication with the public in the changing media industry.

The following modules are offered on this course:

- Handling of Media and External Relations
- Handling of Campaigns
- Editorial Independence and Journalistic Ethics
- Reporting for Government Media Leadership and Management



ESSENTIALS OF MEDIA LAW AND ETHICS

The course is designed to provide participants with in-depth knowledge, understandings and work competencies, which are needed to work more effectively and in an informed manner within the ambit of ethical practice and cognizance of the law. This is particularly important in a digital context, where both media ethics and law as they affect media output, are undergoing rapid change as they pertain to issues such as defamation and respect of privacy of ordinary people in the age of digital and social media. Moreover, the relatively recent 'fake' news phenomenon, which at times has seen the cynical propagation of 'alternative facts' in a 'post-truth' reality, requires requisite examination and reflection, so as to build resilient media practices that are least likely to be affected by this. Ultimately, a media without credibility cannot fulfil its role and the course, therefore, equips participants with insights to reflect on and apply learned lessons in these areas to their contemporary daily practice. To achieve this, the course addresses a range of topics and equips participants with a holistic view of the core functions of a journalist and/or media content worker under the current rapidly changing media landscape. It equips participants with the skills and knowledge of how to maintain and enforce ethical standards in their media firms and how to protect themselves as content producers from ethical transgressions and the threat of costly litigation.

Course participants need to have a tertiary-level education and at least three years' work experience to enroll on this course.

ESSENTIALS OF PRINT MEDIA MANAGEMENT



The course focuses on integrated strategies for managing key elements in newspaper publishing. It is intended for newspaper managers – the new, not-so-new and aspirants who are looking for an opportunity to improve their businesses by getting the latest practical and research-based knowledge and understandings that contextualize, explain and analyse the rapidly changing print media sector and how this sector could embrace new ways of doing Work and survive the market turbulence.

Our courses emphasize interactive learning and knowledge-sharing, especially learning by doing, and represent a useful platform to network with fellow newspaper managers from across Africa. It will provide participants with insights and practical skills to help them make direct interventions in their print media.

The following modules are offered on this course:

- Leadership skills
- Managing circulation
- Managing advertising
- Managing editorial
- Managing the budget
- Managing the team
- The importance of editorial independence and media ethics

ESSENTIALS OF MEDIA LAW AND ETHICS

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 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.

The following modules are offered on this course:

- Leadership for Excellence
- Strategic Management
- Managing Teams and Individuals
- Managing Stakeholder Engagement and Partnerships

ESSENTIALS OF QUALITY WRITING FOR IMPACT

The course is designed to provide participants with in-depth understandings, knowledge and practical skills in the areas of writing a range of front-line communications that make an impact, paying particular attention on how to craft quality and nuanced writing in putting together powerful and insightful concept notes, fund-raising proposals, project proposals, and writing powerful speeches and writing credibly for the media, including digital and social media, as well as understandings deeper conventions of writing for a particular audience. The course equips participants with insights which they reflect upon and seek to apply lessons which they learn in their daily operations and gives participants a nuanced and holistic view of the core functions of writing, which include:

- Understanding writing concepts of ETHOS, PATHOS, LOGOS, TELOS, and KAIROS.
- Crafting and writing skills: Clarity, succinctness, specificity and simplicity; the Five W's and H+ So What of any writing; how to craft a compelling argument; how to address the core problem areas; and how to wrap up and conclude.
- Understanding the writing of concept notes, fund-raising proposals, speeches and thank-you notes and writing for the media.
- Understanding your audience and the tone used in writing for diverse audiences.

SHORT COURSE LEARNING & TEACHING OUTCOMES

Modules on all our courses are led by industry and academic experts. All participants who attend all facilitated sessions and who complete and pass the assessment requirements will obtain a Rhodes University Certificate of Competence in Details that appear on the Certificate are: Names of the participant, full title of the short course and duration of the short course. Please note that as all the above mentioned short course falls outside the realms of HEQSF (Higher Education Qualifications Sub-Framework), no NQF (National Qualifications Framework) levels of credits may be assigned to this course. However, as outlined in Para 4.3 of the Good Practice Guide1:

'Although people who attend and complete short courses offered outside the realms of the HEQSF may not be awarded credits on any level of the HEQSF (NQF levels 5 to 10), the information about the short courses attended may be included in the individual's portfolio of evidence that can then be presented in support of applications for the recognition of prior learning (RPL) for access and/or a advanced standing. This means that these short courses may also be used through RPL to improve participants' eligibility for admission to formal qualification programmes'.

COURSE STRUCTURE & FEES

All short courses are a five-day programme.
Course sessions start at 8:30 am and end at 5 pm each day.
Tea is served from 10:30 to 10:45 am and from 3.30pm to 3:45 pm
Lunches are served from 1 pm to 2 pm.

We do offer the option of running the course in-house at your organization, which eliminates the cost of travel and accommodation for participants. Please note that an in-house course will only take place if there are 16 or more participants attending the course.

Fees for all short courses in 2021/2022 are R17 000 and R15 000 (online) per participant. Full payment is required 10 days before the course commences. The fees include all course learning material, daily lunches and teas.

Accommodation and travel costs are for participants' own accounts.
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.
Payments must be made directly to Rhodes University's Bank Account:

First National Bank
Grahamstown

Branch code: 210717

Account code: 621 4550 3076

Ref: Confirm the relevant course code with the Course Coordinator



Testimonials from African Leaders

"It was an amazing experience to have been part of such a reputable institution like Rhodes University, which is something I would cherish for a very long time. On behalf of the entire team, we would like to extend our gratitude for the opportunity to have gone through such an intense and invaluable training.

We would also like to thank our trainers in their respective fields. Mr Themba Sepotokele and astute Communication Strategist who is able to compress an in depth content into a comprehensive short course and still make it impactful. Mr Theus Louw leadership guru, who exposed us to all forms of leadership styles and the importance of transformational leadership in the world of communication. I would recommend this course to all communicators I encounter, whether they are from the government or private sector, I believe it would be of great value to everyone in the field of communication. I would hope that the course continues to make an impact to the upcoming communicators and to even to the experienced communicators across all sectors public or private."

*Musa Mhlongo - Communication Manager - SANAC.
Govt Media course participant*

"Overall, it is the second best course that I have attended and I have attended many! my favourite course was a facilitation training course I attended with Janine Maree because of her awesome peoples skills and how much I learnt. But this course stands really close to that. I am sure face to face it would share first place. I also liked that there were two hosts, Michael and Steve, so that one could take over every now and then. Awesome work guys - please invite me to attend more of your live webinars next time"

Essentials of Digital Media Course Participant

"The PDMM programme sparked and also gave me the tools for my entrepreneurial journey.

Since graduating I did an internship at Viacom Africa under BET Africa and after my time ended, I was fortunate enough to start my own digital media company (with a key focus on social media management) and BET became my first client. It's been 7 months now and I've been working with smaller and larger organizations and I'm finally at the point where I'm looking for a graduate that I can work with and train so that the business can continue to grow"

Mihle Bango - PDMM Graduate

" I was very pleased with the course and all the content. Everyday there was something new to learn, a detail I didn't know. Michael and Steve encouraged engagement every step of the way and it was pleasant for people to be able to switch on their mics and engage in a conversation as if it was any phone call with a colleague and discuss our challenges and solutions. What was also great about the programme was that you didn't just finish a Zoom session and forget about it, there were assignments and quizzes to complete, which was a constant reminder that you are on a continuous course and not a once-off Zoom conference. It was great and I will be implementing a substantial amount of insights I've learnt here"

Essentials of Digital Media Course Participant

"The course has reignited a drive towards creating content and a new inclination to improve the quality of mobile content creation. It has also provided fascinating insights into digital media which will inform my future studies and research as digital media is my field of interest."

*Thandiwe Matyobeni - Social Innovation Hub, Rhodes University
EODM Course Participant*

"The PDMM taught me the importance of competitive advantage – as an individual and as an organisation. What you can offer that your opponents cannot do. This has allowed me to deepen and sharpen my theoretical and practical grounding on the current debates and issues which centre on the increasingly contested power and role of the media in a more transparent period of digital and social media, which is also witnessing the emergence of 'fake news' and the 'post-truth era of alternative facts; as well on policymaking in a discontinuous media-scape".

*Tuyeimo Haidula - Head of Bureau and Senior Journalist at The Namibian
PDMM Graduate*

"The course is going to improve the way we run our operations and reposition our magazine."

*Lerato Sekgobela - Editor of Discover Limpopo
Essentials of Print Media Management Course Participant*

SPI Staff and Contact Information



Francis Mdlongwa - Director

Francis Mdlongwa 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.



Sibonise Mbengashe - Finance Officer & PDMM Coordinator

Sibo rejoined the SPI in April 2018 after a brief stint working for Rhodes University's Finance Department as a Finance Officer. Her primary responsibilities at the SPI include taking charge of its financial management and administration, as well as handling the administrative coordination of the running of the Institute's Postgraduate Diploma in Media Management, the only formal qualification in media management in Africa and the developing world.



Mbalehle Buthelezi - Marketing Officer & Short Course Coordinator

Mbalehle coordinates and markets the Sol Plaatje Institute (SPI) for Media Leadership's professional business and editorial short courses and the Institute's flagship, honours degree-level Postgraduate Diploma in Media Management (PGDip in Media Management).

Mbalehle completed her Master's with the Rhodes University's School of Journalism and Media Studies. Her research was within the field of mobile media, particularly its dynamics in relation to social capital and development within rural communities. She has worked in the realm of advocacy for access to information and the realisation of socio-economic rights in the Eastern Cape's NGO sector.

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