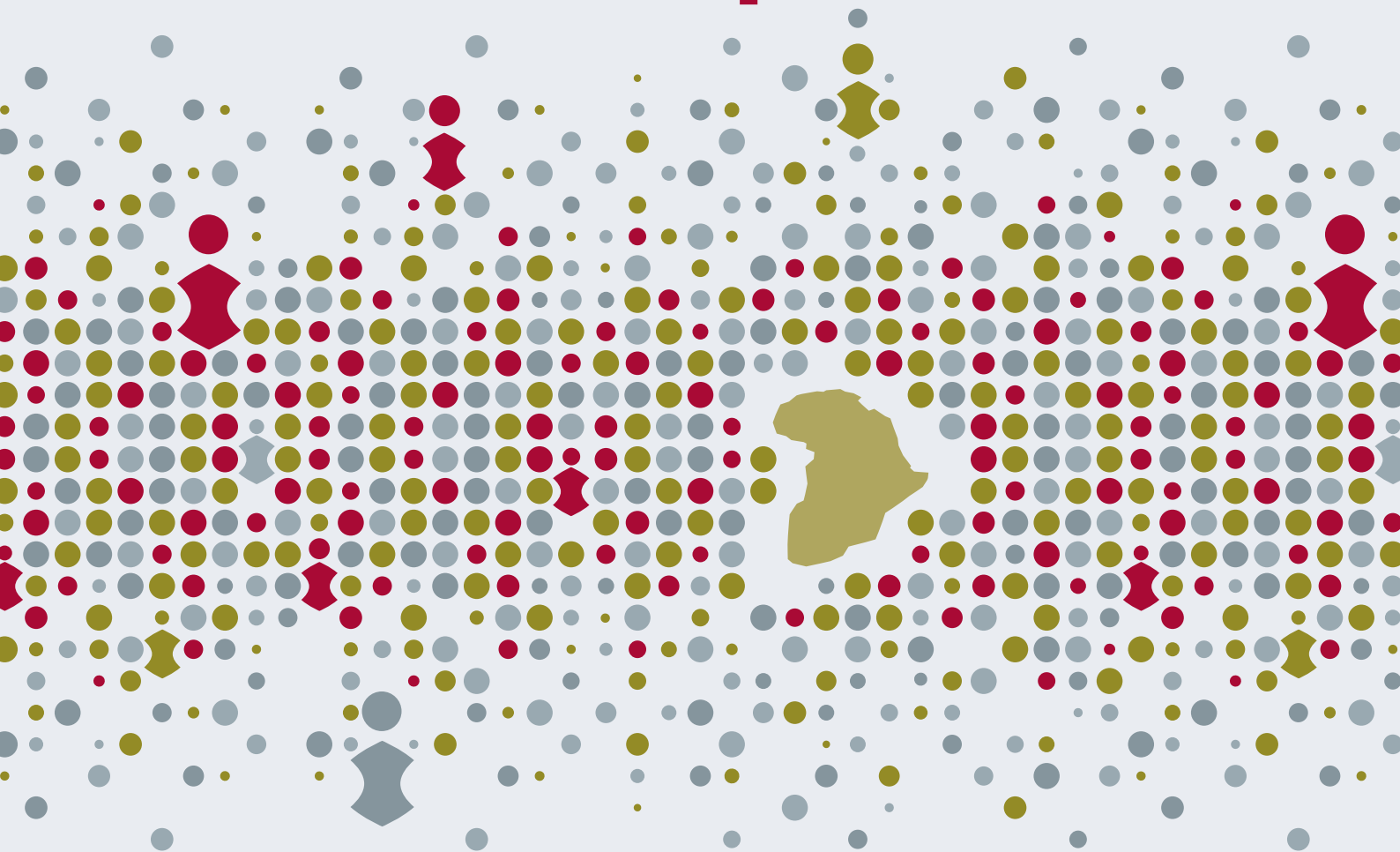


UNIVERSITY OF STELLENBOSCH
BUSINESS SCHOOL

Postgraduate Diploma in Leadership





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FOREWORD BY THE RECTOR AND VICE-CHANCELLOR

As part of the more than century-old Stellenbosch University, the University of Stellenbosch Business School (USB) has built its proud reputation for over 45 years.

The School has succeeded in establishing itself as one of the top MBA providers in South Africa, while it has also earned recognition in the international business school fraternity, interacting with over 75 schools across all continents.

The School enjoys the status of EQUIS and AMBA international accreditations – reserved for only a few schools in the world. Nationally, the USB's MBA is accredited by the South African Council on Higher Education, and in Africa by the Association of African Business Schools (AABS). It consistently ranks among the top business schools in various listings and rankings.

The University prides itself on the ever-widening global status that its Business School has earned in the management education arena. Over recent years the School has ensconced itself as a premier producer of managers and leaders for this country, the African continent and the world. This ties in with the vision of Stellenbosch University to commit itself to an outward-oriented role in South Africa and Africa, and also globally.

It is no surprise that the USB has become a popular choice of local and international students.

Prof Russel Botman
Rector and Vice-Chancellor
Stellenbosch University



FOREWORD BY THE DIRECTOR

Doing a degree at the USB is your path to high-level business competence. Our job is to help you gain knowledge, skills and perspectives to give you a professional authority that will last you for many years, aimed at senior positions in your chosen field.

Ultimately, what you want from a business education is to become someone whom people regard as highly competent – your clients, your directors, your fellow professionals. We aim to develop those competencies. Naturally, you should expect to study the fundamentals of your discipline: the USB's courses cover all the basic skills. You should expect to work hard at these; they provide the foundation for many years to come. But we ask much more of you than just hard work. We will also encourage you to exercise your mind on a deeper and more critical level – this is a business school of international standing and we're serious about your development. Your success will depend on how you think as much as on what you know.

And it's all possible. Your fellow students will help you, and we will support you; but, make no mistake, if you want to acquire the wherewithal to be a successful entrepreneur, company director, policy-maker, change agent ... well, as the ancient Greeks said, "There's no royal road".

But it is fun and it is worthwhile. Engaging with lecturers who not only command the theory, but have done the job in practice (and in many cases at the very highest levels as policy-makers, HR directors and CEOs) is both demanding and exciting. Stretching yourself to become someone bigger and better than you are now is a challenge, but it's a great feeling when you understand something you haven't fully grasped before, or when you've made sense of an imponderable for the first time.

It's called learning how to think ... how to think as a leader.

We need leaders who are lucid and critical thinkers. And at the USB we grow them. In fact, we'd like to grow you into a thinking leader.

Professor John Powell
Director
University of Stellenbosch Business School



ABOUT THIS PROGRAMME

AN OPPORTUNITY TO SPECIALISE

Leadership development can leverage one of the most under-utilised workplace and societal resources at our disposal. Most people advance in organisations and then "slide" into leadership rather than consciously developing a range of leadership competencies. By developing existing leadership potential, we can rapidly enhance the sustainable performance of individuals, teams and organisations, and align organisations to contribute to the advancement of society. Research has shown that leadership development can have a discernable impact on organisations' economic performance, brand, employee engagement and morale, and capacity to attract and retain talent.

South Africa and most other African countries are entering the complex arena of building democratic and market-based economic dispensations. This requires significant shifts in the leadership values and practices that underpinned earlier authoritarian and centrist leadership states, as today's leaders need to cope with the demands of highly competitive, globalised and multi-cultural environments.

The University of Stellenbosch Business School's new Postgraduate Diploma in Leadership acknowledges leadership as the prime differentiator that drives sustainable high performance. As such, this programme focuses on the development of personal leadership, team leadership, organisational leadership and societal leadership to strengthen and deepen working professionals' knowledge of leadership development.

This programme specifically uses multidisciplinary assessment techniques and processes which include peer group interaction, role-plays, feedback and coaching; personal journaling and reflective essays; and work-based applications and reports. This provides a powerful journey of learning and development. It also gives participants the opportunity to use personal work and life environments as extended places of learning, and to develop their personal leadership authenticity and strengths as the primary source for interpersonal, organisational and societal influence.

WHY THE NEED FOR THIS PROGRAMME?

This programme addresses the need to establish a leadership culture and practices that build a sustainable, competitive, market-based and democratic society. An absence of positive leadership attitudes in public and private organisations continues to inhibit constructive transformation of organisational and leadership practices.

Sound technocratic and managerial competencies still form the foundation of high performance, but it is the added presence of clearly discernable leadership competencies that separates average from superior performance.

This programme enables individuals and teams to:

- Identify their strengths and to leverage them

- Identify their developmental requirements and to enhance them
- Optimise the strengths and growth of others.

In essence, this programme is about broadening participants' understanding of the benefits of positive leadership and about optimising the potential and contributions of people at every level.

WHAT SETS THIS PROGRAMME APART?

- **An opportunity to acquire scarce leadership skills:** This programme focuses solely on leadership skills – not on managerial, technical or other competencies. Also, it is presented as a postgraduate programme at NQF Level 8 over the course of one year to add depth and transfer career-changing competencies. These leadership competencies can be applied in any industry, anywhere in the world.
- **International and SA accreditation:** The USB's Postgraduate Diploma in Leadership is internationally accredited by EQUIS of the European Foundation for Management Development. In South Africa, it is accredited by the South African Council on Higher Education (CHE).
- **Format:** This programme is delivered in four on-campus blocks (six days each) spread over one year. This allows participants who work full-time to attend, and to start applying newly acquired skills in their workplace immediately.
- **International application with local specialisation:** The content of this programme is internationally benchmarked. Yet, it is particularly relevant to African managers and leaders as it takes into account the diversity, traditions and multicultural environments of South Africa and the rest of the African continent.
- **Distinguished and knowledgeable presenters:** Students will be able to capitalise on the unique contributions and thought leadership of local experts who are pioneers in the field of leadership development in this country.
- **Extensive support:** Various levels of support are provided on this programme. These range from coaching and tutoring to support from fellow-students.

LEARNING PHILOSOPHY

The content of this programme is rooted in well-founded academic research and internationally benchmarked theory and practices. The main objective is to encourage students to combine academic rigour and experiential learning which is applied within the larger framework of internationally benchmarked action and work-based learning. Students are mentored throughout the programme. The learning philosophy of this programme is based on the following:

- **Integrating theory and practice:** This postgraduate diploma will provide learners with both the theoretical and practical underpinning of leadership development. The theoretical part of the course will be delivered through a class

programme of lectures, case studies, tutorials and assignments, while the practical part will consist mainly of syndicate groups, peer-based coaching and workplace application.

- **Finding an authentic personal leadership style:** Participants will be exposed to various leadership models, approaches and frameworks. At the same time, each individual will be encouraged to discover and experiment with the approaches and frameworks that work best for him/her in order to develop a personal and authentic framework, approach and style of leadership.
- **International application with local specialisation:** The programme adheres to international best practice, while at the same time emphasising leadership development in a uniquely African context, shaped by diversity and varied cultural and educational backgrounds. It is particularly relevant to South African managers and leaders, as it takes into account the diversity, traditions and multicultural environments of this country and the greater African continent.
- **Extensive support:** Participants receive comprehensive support throughout the programme. Students will also be divided into syndicate groups (support groups of fellow-students) based on their learning styles and place of residence.

OUTCOMES

On completion of the programme, successful participants will:

- Understand and be able to apply high-performance leadership across the four dimensions of Me (personal leadership), We (interpersonal or team leadership), Work (organisational leadership) and World (societal leadership).
- Understand personal leadership styles, perspectives and preferences, and use this knowledge to identify personal strengths and developmental needs.
- Understand and work with the dynamics of leadership in teams and at an interpersonal level to optimise team and/or interpersonal leadership.
- Understand how aspects of organisational leadership and development impact on sustainable performance, and assess the status of organisations against internationally benchmarked best practices: practicing strategy execution; utilising structures to create challenging work and drive performance through hierarchy; attracting, developing and retaining talent as a key competitive advantage; entrenching the business disciplines of leveraging information and performance management to drive performance and people commitment; aligning reward and recognition systems to achieve organisational goals; aligning the interests of diverse stakeholders; and turning change leadership into a core competence.
- Drive the transformation of leadership and values to entrench positive and sustainable leadership as the primary organising principle for leadership across all four dimensions.
- Assess the role of the organisation in the broader society in areas of governance, sustainable environments, private-public partnerships, contribution to societal transformation, and developing and executing an effective BBBEE strategy.

WHO WILL BENEFIT FROM THIS QUALIFICATION?

- People in both the private and public sector who are advancing into middle, senior and general managerial levels which require increasing levels of leadership
- Working professionals in specialist positions who want to prepare themselves for managerial and leadership roles
- Professionals with degrees in, among others, engineering, medical sciences, education, law and accounting who are progressing into managerial roles
- Anyone who wants to broaden his/her leadership competencies without doing a comprehensive degree like an MBA

PROGRAMME CONTENT

OVERVIEW OF MODULES AND ELECTIVES

Students need to complete the six compulsory modules and one elective. The modules establish the foundations of the four dimensions of leadership development, namely Me (personal leadership), We (interpersonal or team leadership), Work (organisational leadership) and World (societal leadership). The optional elective enables participants to develop a specific leadership attribute or a more specialised core competence.

Modules – all six compulsory

- Module 1: High-performance Personal Authentic Leadership (18 credits)
- Module 2: High-impact Leadership and Teaming (12 credits)
- Module 3: Creating and Leading High-performance Organisational Culture (18 credits)
- Module 4: Transformation and Competitiveness – Beyond the mechanics of BBBEE (12 credits)
- Module 5: Strategy as the Art of Execution (18 credits)
- Module 6: The Role of Business in Society (12 credits)

Electives – choose one

- Negotiation and Change Leadership (30 credits)
- Process-oriented Leadership and System Dynamics of Transformation (30 credits)
- Leaders Coaching Leaders (30 credits)

CONTENTS OF MODULES AND ELECTIVES

Module 1: High-performance Personal Authentic Leadership

This module covers various leadership frameworks to demonstrate leadership diversity. It explores the diversity of leadership roles and competencies, and the contributions to develop high-impact leadership and teaming. It also covers productive contributions and potential aberrant dynamics of diverse leadership styles, and the importance for leaders to undergo a personal leadership values shift.

On completion of this module, students will be able to:

- Understand the context of leadership in the 21st century and use this to assess their own values and worldviews
- Understand the leadership styles, attributes and

competencies that enable individuals to identify their own authentic leadership style

- Understand the necessity for leaders to adopt a positive stance and use positive deviance approaches to develop themselves and others
- Assess the leadership styles of self and others
- Facilitate the understanding of self and others to leverage strengths and developmental opportunities.

Module 2: High-impact Leadership and Teaming

This module covers the dynamics of leadership diversity in teams and optimising the diversity of teams to achieve sustainable high performance. It also covers the development of high-impact leadership and teaming as a cornerstone of sustainable organisational performance and team interaction skills. On completion of this module, students will be able to:

- Understand how different leadership styles and perspectives affect interpersonal dynamics
- Assess and understand the drivers of high-impact leadership and teaming
- Know how to use team assessment techniques to build teams
- Develop and apply the practices that enhance the impact of diverse leadership teams that contain a diversity of leadership styles and perspectives
- Identify and leverage team strengths as well as compensate for shortcomings
- Pre-emptively identify potential shortcomings in a team and coach them accordingly
- Use the collective diversity of teams to assess challenges and allocate appropriate people to appropriate tasks
- Identify and proactively address behaviours that potentially undermine the performance of teams
- Anticipate and work constructively with team dynamics and development.

Module 3: Creating and Leading High-performance Organisational Culture

This module unpacks the requirements of creating a high-performance organisational culture and offers case studies on organisational leadership interventions that have achieved sustainable transformation in organisations. Organisational status and the development of high-performance organisational transformations programmes are analysed. The evolution of organisational change and development is also covered. On completion of this module, students will be able to:

- Understand the drivers of a high-performance organisational culture
- Assess the status of an organisation's culture and determine the extent to which it is conducive to or hinders sustainable high performance
- Analyse the status of an organisation's values and how these reinforce or hinder sustainable high performance
- Identify strategic priorities to drive the creation of a high-performance culture that meets the context of specific situations

- Understand the evolution of organisational culture and how to fit initiatives into the organisational context
- Develop a change leadership process to drive the successful creation of a high-performance organisational culture.

Module 4: Transformation and Competitiveness – Beyond the mechanics of BBBEE

This module reviews the research on the successes and failures in transformation. It covers the impact of historic and prevailing socio-economic and political dynamics on leadership and organisations. It looks at how to integrate the imperatives of transformation related to multicultural and class challenges and how this affects the need for sustainable competitiveness. It includes case studies of successful BBBEE transformation. On completion of this module, students will be able to:

- Understand the context and imperatives of BBBEE and related transformation of attitudes and perceptions
- Develop and communicate an integrated strategy to motivate the need for transformation related to BBBEE
- Comprehend and work with the key dynamics of multicultural environments
- Develop integrated strategies to achieve sustainable BBBEE-related transformation and competitiveness
- Understand the pitfalls and inhibitors of transformation and address these as part of an integrated strategy.

Module 5: Strategy as the Art of Execution

This module covers multiple frameworks for strategy development and execution, and the use of strategy to drive execution and alignment across the organisation. It also looks at how to make strategy accessible and concrete to all levels and functions, how to use disciplined processes to optimise successful strategy implementation, and how to build continuous improvement and innovation into strategy execution. On completion of this module, students will be able to:

- Position strategy execution as a primary driver of continuous improvement, innovation and sustainable competitiveness
- Integrate the long-term and short-term demands of strategy as well as the effectiveness (doing the right thing) and efficiency (doing the things right) demands
- Assess the culture of strategy execution and responsiveness (as opposed to and in addition to strategy as formulation processes)
- Identify and address typical pitfalls to strategy execution
- Entrench leadership, managerial and organisational practices and processes to drive strategy execution
- Use the cycle of Stature-Alignment-Focus-Execution to optimise strategic leadership and execution.

Module 6: The Role of Business in Society and in the Environment

This module explores the role of business in society and the challenges that contribute to active citizenship and social development. It looks at the environmental challenges facing society and at the role of organisations in addressing environmental issues. It also identifies ways in which organisations can

entrench eco-friendly practices.

On completion of this module, students will be able to:

- Assess the extent to which the organisation is playing an active role with regard to organisational citizenship
- Identify opportunities for the organisation to contribute actively and constructively to public life and social development
- Do a preliminary assessment of the implications of environmental challenges to organisations
- Determine the status of the organisation's awareness and focus on environmental affairs as a strategic priority
- Develop a draft proposal for the development of an organisational strategy on how to deal with environmental challenges.

Elective 1: Negotiation and Change Leadership

This elective covers aspects of change: how to understand change, options for change leadership, imperatives for successful change, why change fails, the role of leadership in change, how to select the most appropriate change leadership options, sustaining change, managing change in the long term, and complex processes. It also covers aspects of conflict: sources of conflict, the conflict path, conflict behaviour, conflict management styles, dispute resolution options and dispute systems design. Negotiations and negotiation processes are also included. On completion of this elective, students will be able to:

- Select and apply the most appropriate change leadership approaches to address the needs of the situation
- Apply integrated change leadership techniques and processes to drive optimal change initiatives
- Build change leadership into the day-to-day ways of addressing leadership and organisational challenges
- Prepare a change leadership roll-out plan for a specific intervention
- Understand conflict, its origins, manifestations and behaviours
- Be familiar with a range of dispute settlement options
- Understand negotiation techniques and processes
- Have sound knowledge of conflict resolution principles and practices
- Apply negotiation and conflict resolution practices.

Elective 2: Process-oriented Leadership and System Dynamics

This elective covers the dynamics of teams and group processes and the role of polarisation, splitting and sublimated issues in group interaction. It will show participants how to apply process-oriented leadership and facilitation techniques to enhance group and team interaction, and how to use conscious and subconscious dynamics to enhance productive interdependence and engagement.

On completing of this elective, students will be able to:

- Understand human systems dynamics and polarisation in groups
- Recognise and address polarisation in groups or teams
- Assist conflicted parties to recognise their own

contributions to the conflict and how to overcome this

- Identify underlying and unspoken dynamics and enable them to surface so that they can be addressed
- Define why meetings and interactions stall or cover the same ground continuously, and find out how to achieve productive movement and progress in groups
- Identify biases and prejudice which operate at subliminal levels, and enable groups and individuals to work with them in productive ways to resolve conflict
- Work with power and rank issues that overtly or covertly inhibit productive group processes
- Turn power and rank issues into a positive source of interaction and group interaction.

Elective 3: Leaders Coaching Leaders

This elective covers the role of coaching in nurturing and developing the talent of others. It looks at the development of competencies required by people in leadership and managerial roles to facilitate constructive coaching interactions with other people. In addition, it shows participants how to apply core coaching competencies to drive constructive performance reviews and the coaching of others.

On completion of this elective, students will be able to:

- Understand the leader's role as coach
- Understand and motivate the need for coaching to develop talent
- Apply the core skills required to coach others, specifically reflective listening, non-directive dialogue, identifying and focusing on strengths, providing the coachee with the capacity to create a personal development programme
- Differentiate between coaching and mentoring
- Apply a range of dialogue methods which cover the continuum between mentoring and coaching
- Assess whether the coachee requires greater focus on mentoring or coaching, and respond accordingly
- Assess personal coaching and mentoring styles, and adapt where required.

TIME TABLE AND DELIVERY VENUE

TIMETABLE

This one-year programme is covered in four on-campus blocks of six days each (Monday to Saturday). Participants need to do self-study and assignments during the remainder of the time.

Block 1: Monday 13 – Saturday 18 February 2012

Orientation
Personal Authentic Leadership
High-impact Leadership and Teaming

Block 2: Monday 7 – Saturday 12 May 2012

Creating and Leading High-performance Organisational Cultures
Transformation and Competitiveness – Building an energised multi-cultural workplace.

Block 3: Monday 23 – Saturday 28 July 2012
Strategy as the Art of Execution
The Role of Business in Society and the Environment

Block 4: Monday 1 – Saturday 6 October 2012
Negotiation and Change Leadership
or
Process-oriented Leadership and System Dynamics
or
Leaders Coaching Leaders

DELIVERY VENUE

Cape Town: USB campus in Bellville

ADMISSION REQUIREMENTS

A relevant Bachelor's Degree or demonstrated Assessment and Recognition of Prior learning (ARPL). Proven relevant experience of three to five years in a managerial role is essential.

RECOGNITION OF PRIOR LEARNING

A limited number of candidates without the required degrees and proven relevant experience in leadership can be admitted on the basis of a portfolio of proven comparable competencies.

USB MANAGEMENT AND PROGRAMME FACULTY



DIRECTOR
Prof JH (John) Powell
PhD (Cranfield), MA (Cambridge)
Teaching and/or research area: Strategic Analysis



ASSOCIATE DIRECTOR: ACADEMIC
Prof WR (Wim) Gevers
PhD, MBA (Stell), MScEng (Cape Town)
Teaching and/or research area: Operational Research, Decision Analysis



DEPUTY REGISTRAR: BELLVILLE PARK CAMPUS/ ASSOCIATE DIRECTOR RESOURCES AND INTERNATIONAL AFFAIRS
HS (Hennie) Oliver
BPAHons (Stell)



DEPUTY DIRECTOR: BUSINESS DEVELOPMENT, MARKETING AND COMMUNICATION
ML (Marietjie) Wepener
MA (Communication Science) (UFS)



CEO: USB EXECUTIVE DEVELOPMENT (Ex Officio)
FJ (Frik) Landman
MTh, BTh, BA (Stell)

PROGRAMME HEAD



The programme is presented under the auspices of the Centre of Leadership Studies at the USB. The programme is headed by senior lecturer extraordinaire Christo Nel. He has more than 20 years of experience in the fields of leadership and organisational development, and has extensive experience at managerial and executive levels. He has served as executive director of large organisations, and he is a published author in the field of leadership and creating high-performance organisations.

PROGRAMME FACULTY

The lecturers include some of the best minds in leadership development in South Africa and elsewhere. All the academic staff members have higher qualifications and are experienced in facilitating leadership development within a range of small to corporate environments.

FEES

| Full programme fees for 2012 | |
|--|---------|
| 2012 | Total |
| Postgraduate Diploma in Leadership – South African citizens | R52 800 |
| Postgraduate Diploma in Leadership – rest of Africa citizens | R63 400 |
| Postgraduate Diploma in Leadership – rest of the world | R79 200 |
| | |
| Application fee | R440 |
| Deposit payable on acceptance of admission | R4 200 |

Notes

- Books and other study material are supplied by the USB and become the property of the student.
- Students are responsible for their own travelling and accommodation arrangements to and from the Bellville Park Campus.
- The application fee must accompany the application.
- On acceptance of admission, a deposit is payable and is deducted from the 2012 programme fee. The deposit is not refundable.
- The USB reserves the right to change the fees for 2012 at any time.

HOW TO APPLY

IN SHORT

To apply, prospective students need to do the following: Prepare a comprehensive CV, get certified copies of your academic records and pay your application fee. Next, apply directly on the USB website by completing the application form online, and upload your supporting documents (no faxes accepted). The deadline for applications is 1 December 2011.

APPLY IN THREE STEPS

The application process is the same for students who are South African citizens with permanent SA residency and for students from outside South Africa's borders:

- **Pay your application fee:** See FEES and find the bank details below.
- **Apply online:** Go to www.usb.ac.za/leadership-apply and complete the online application form for the Postgraduate Diploma in Leadership. You will be able to complete the form incrementally without losing information.
- **Upload your supporting documentation online:**
 - o Proof of application fee payment
 - o Detailed CV
 - o Certified copies of degree certificates (which must include a transcript of the subjects)
 - o A copy of your ID (or passport for non-South African students)
 - o A marriage certificate (where the applicant's new surname does not match that on the degree certificates).

PAYMENT DETAILS

Bank: Standard Bank; type of account: cheque account; account number: 073003069; branch name: Stellenbosch; branch code: 050610; SWIFT code: SBZAJJ. Proof of payment of your application fee can also be e-mailed to leadership@usb.ac.za.

WHAT HAPPENS AFTER YOU HAVE APPLIED?

Your application can only be accepted for consideration if it is accompanied by the appropriate supporting documents. Your application will go through the USB's selection process. An interview (face-to-face or telephonically) may be requested. The outcome of the selection process will be made known within 30 days or soon thereafter.

MORE ABOUT THE USB

THE CAMPUS ON THE HILL

The hilltop campus of the USB is situated in Bellville, a suburb of Cape Town, about halfway between the Cape Town city centre and the town of Stellenbosch, home of the USB's mother institution, Stellenbosch University.

PORTFOLIO OF PROGRAMMES

The USB offers an MBA (EQUIS and AMBA accredited), MPhil degrees in Development Finance, Management Coaching and Futures Studies, postgraduate diplomas in Dispute Settlement and Leadership, a PhD (EDAMBA approved) and certificate courses in executive development (presented by USB Executive Development). The USB's programmes combine critical thinking skills, leadership skills, universal applicability, specialisation opportunities, a theoretical underpinning and real-world practice to provide tomorrow's business leaders with a world-class qualification that will serve them well in any industry, anywhere in the world. Equally important, the USB's programmes have a strong focus on sustainability, social responsibility, ethics and corporate citizenship. The USB's programmes are internationally accredited by EQUIS and AMBA

INTERNATIONAL ACKNOWLEDGEMENT AND PARTICIPATION

- **Beyond Grey Pinstripes Top 100 Schools List:** This list is compiled by the Aspen Institute in New York, USA. The USB is 39th on this list of top schools in the world preparing students for the environmental, social and ethical complexities of modern-day business.
- **EDUNIVERSAL global survey, France:** The USB has an A-rating as a "universal business school with major international influence".

MEMBERSHIPS

- **European Doctoral Programmes Association in Management and Business Administration (EDAMBA)**, which underscores the global standard of the USB's PhD.
- **The EFMD's Globally Responsible Leadership Initiative (GRLI)**, which focuses on reframing the purpose of management education.
- **The UN's Principles for Responsible Management Education (PRME)**, which promotes corporate responsibility and sustainability in business education (the USB was one of the first 100 business schools and universities from around the world to endorse this UN-backed global initiative).
- **Global Business School Network (GBSN)**, which promotes management education as a critical component of international development strategies.
- **Leading business school associations of which the USB is a member:** Association to Advance Collegiate Schools of Business (AACSB), European Foundation for Management Development (EFMD), Global Business School Network (GBSN), Association of African Business Schools (AABS), and SA Business Schools Association (SABSA).

FACILITIES

The USB's library functions as a modern information centre and offers access to local and international publications and databases. ITC facilities include wireless broadband internet access, computer-assisted learning and software packages such as McGregors BFA Net, I-Net Bridge, Reuters and ISM.

ACCOMMODATION

On-campus accommodation is available at the Bellvista Lodge. Please contact the manager on telephone +27 (0)21 918 4446 or go to www.usb.ac.za/bellvista.

THE PROGRAMME IN A NUTSHELL

- **Programme name:** Postgraduate Diploma in Leadership
- **Offered by:** University of Stellenbosch Business School's Centre for Leadership Studies, with Christo Nel as programme head
- **Objective:** To obtain leadership skills, which are scarce
- **Format:** 4 blocks of 6 days each, spread over 1 year
- **Dates:** 13 - 18 February, 7 - 12 May, 23 - 28 July and 1 - 6 October 2012
- **Deadline for application:** 1 December 2011
- **NQF Level:** 8
- **Credits:** 120
- **Accreditation:** EQUIS, CHE
- **Delivery format:** class-contact sessions and independent self-study
- **Tuition language:** English
- **Minimum admission requirements:** a relevant Bachelor's Degree
- **Place of delivery:** USB's campus in Bellville, Cape Town
- **Applications:** apply online at www.usb.ac.za/leadership-apply
- **More information:** www.usb.ac.za/leadership

CONTACT DETAILS

University of Stellenbosch Business School

MAILING ADDRESS

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