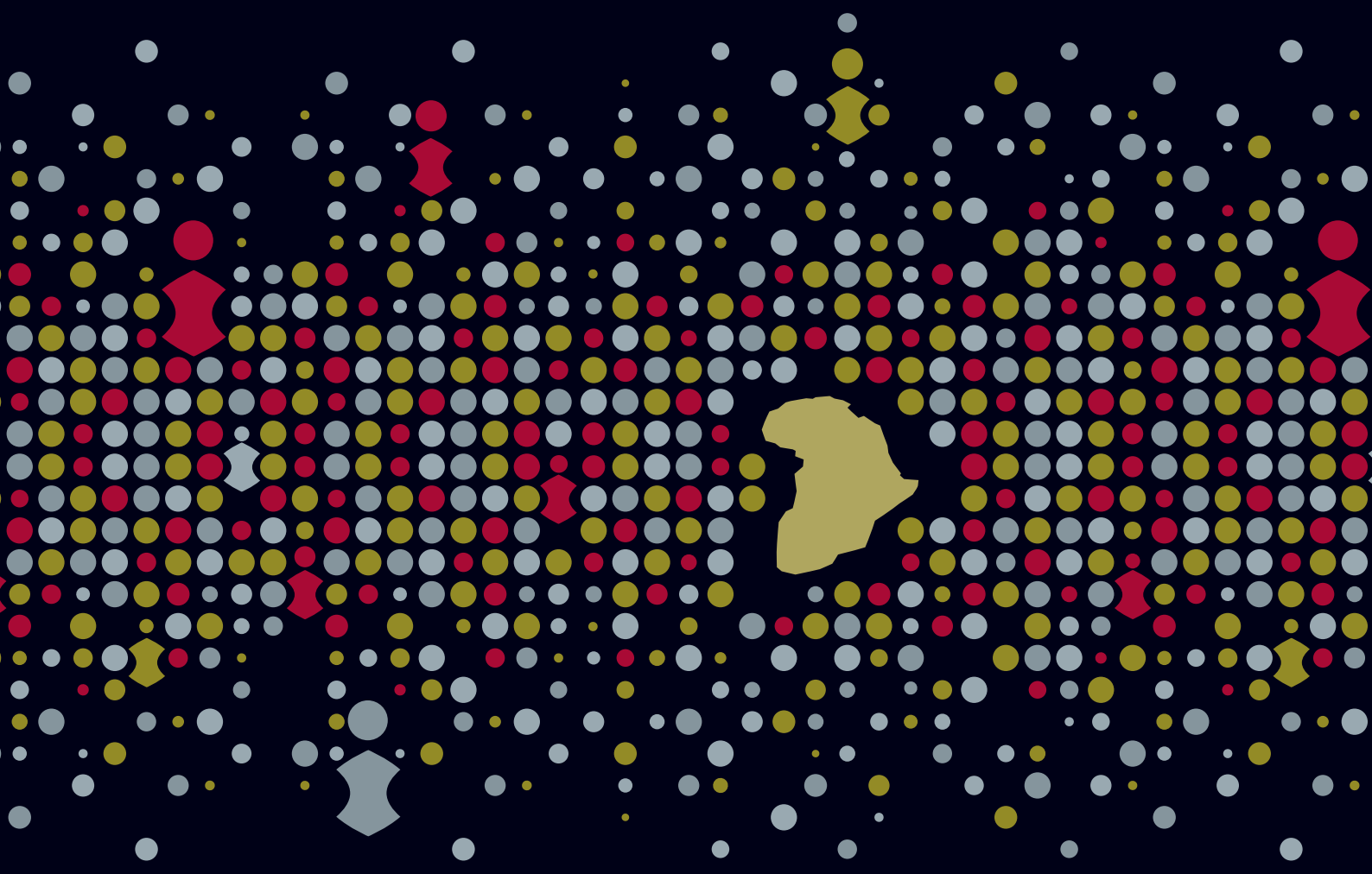


THE UNIVERSITY OF STELLENBOSCH
BUSINESS SCHOOL

MPhil in Management Coaching





CONTENTS

Forewords	1	More about the USB	11
Why the need for management coaching?	4	- The campus on the hill	11
Who will benefit from this qualification?	4	- Portfolio of academic programmes	11
About the programme	5	- Accreditation, memberships and acknowledgements	11
- Distinguishing features of the programme	5	- International acceptance	11
- Learning philosophy	5	- Engaging with society	11
- Learning outcomes	5	- Critical thinking	11
- Programme format	6	- Facilities	11
- Dates	6	- Support services	12
- Faculty	6	- Accommodation	12
- NQF levels	6	Contact details	13
- Language of tuition	6		
Structure and contents	7		
What else do prospective students need to know?	8		
- Admission requirements	8		
- Assessment and Recognition of Prior Learning	8		
- Credits	8		
- Study materials	8		
- Start of academic year	8		
- Deadline for applications	8		
How to apply	9		
- In short	9		
- Write an essay	9		
- Application process	9		
- What happens after submitting your application?	9		
Programme fees	10		

FOREWORD BY THE RECTOR

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 the 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 thinking 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



FOREWORD BY THE PROGRAMME HEAD

As developer of human capital and of talent in leaders and managers, you may have come to realise how empowering coaching is. Perhaps you have personally experienced the fruits of successful coaching or have witnessed it among associates and peers. A coaching management style can indeed foster a stronger performance culture while offering support for continuous growth.

If you are considering a career as executive or management coach, the USB's Masters in Philosophy in Management Coaching offers you the opportunity to obtain a professional qualification and to develop a personalised approach to coaching. In a nutshell: This MPhil will help to establish your authenticity and expertise as a coach in the demanding world of business in South Africa.

This programme offers a unique blend of adult-learning approaches to hone your coaching talents through work-based learning and evidence-based practice. Knowledge is transferred through classroom lectures, coaching practice, self-reading, challenging assignments and supervision. We use world-class facilitators and offer various forms of support to ensure continuous professional development throughout the programme.

You will also learn from the knowledge, experience, personal traits and energy that your co-learners bring to the table. You will be challenged and questioned and, in turn, you will be expected to challenge and question your co-learners.

Dr Salomé Van Coller-Peter

***Programme Head: MPhil in Management Coaching
University of Stellenbosch Business School***



WHY THE NEED FOR MANAGEMENT COACHING?

The increasing need for management and leadership coaches

The MPhil in Management Coaching of the University of Stellenbosch Business School (USB) has been designed to equip coaches with the theoretical and practical underpinning to help people in managerial and leadership roles to develop their full potential through management coaching.

Management coaching enables executives to develop those leadership capabilities that will help them to face potential challenges as they move up the ranks of their organisations. It will also help them to make sense of the multitude of systems and networks they are involved in and which often presents conflicting expectations.

All over the world, but particularly in South Africa, there is an increasing and urgent need for the services of professional management and leadership coaches. This demand has multiple origins: it is caused by the rapid upward mobility of younger managers, the multiple demands placed upon managers to deal with ever-increasing complexity, and the fact that talented managers have become increasingly mobile and need competent successors. Companies are also realising that the best coaches to draw on are those with proper education and accreditation. As a result, more and more new and rising managers are now seeking the services of professionally qualified coaches to facilitate their learning and career progress.

Current trends in talent management and *Best Company to Work For*-surveys show that management coaching is increasingly used for succession planning, behaviour adaptation, relationship-building and enhanced team-functioning. Furthermore, coaching

is used to foster supportive and caring organisational cultures.

The USB's MPhil in Management Coaching offers students the opportunity to expand their knowledge and establish their credentials in management coaching. The programme adheres to international best practices, while at the same time emphasising management coaching in a uniquely African context, shaped by diversity and varied cultural and educational backgrounds.

The only SAQA-accredited management coaching degree in SA

The USB's MPhil in Management Coaching is the only management coaching master's programme that is fully accredited by the South African Qualifications Authority (SAQA) in South Africa. It also holds the international EQUIS accreditation from the European Foundation for Management Development based in Belgium.

Five campus-based blocks and a research report over two years

This work-based, modular programme (block release programme) runs over two years. Participants are required to attend four class contact blocks (of a week each) on campus during the first year and complete the final block and a research report during the second year. This will allow students to work full-time while they study. It will also enable working professionals from all over South Africa and beyond its borders to register for the programme.

The deadline for applications is 31 October each year. The programme commences in February each year.

WHO WILL BENEFIT FROM THIS QUALIFICATION?

This programme holds significant value for all people working with the human aspect of transferring knowledge and for those who support growth, help to enhance personal growth and performance, and facilitate the forming of meaningful relationships,

teamwork and cultural shifts in organisations. It is therefore aimed at managers, leaders, human capital development experts and learning facilitators in all industries.

ABOUT THE PROGRAMME

Distinguishing features of the programme

- **International and SA accreditation:** The USB's MPhil in Management Coaching is internationally accredited by EQUIS of the European Foundation for Management Development. It is also the only Management Coaching master's programme fully accredited by the South African Qualifications Authority (SAQA).
- **Work-based coaching:** This degree emphasises the relevance of work-based coaching competence.
- **International application with local specialisation:** The contents of this degree are 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 were pioneers in the field of management coaching in this country. Today, most of these presenters play leading roles in the continued development of coaches worldwide. In addition, only a handful of people worldwide have doctoral degrees in coaching. A number of them will be facilitating and assessing on this MPhil in Management Coaching.
- **Extensive support:** Various levels of support are provided on this programme. These range from supervision and tutoring to support from fellow-students.

Learning philosophy

The learning philosophy of this programme is based on the following:

- **Integrating theory and practice:** This degree will provide learners with both the theoretical and practical underpinning to use professional coaching practice to contribute confidently to the world of work by helping managers and leaders reach their full potential. 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 giving and receiving coaching, supervision, and research and development.

- **Finding an authentic coaching style:** Learners will be exposed to various coaching 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 coaching.
- **International application with local specialisation:** The programme adheres to international best practice, while at the same time emphasising management coaching 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.
- **Practical experience:** Much of the value of this work-based programme lies in the practical application of coaching in the workplace during the course of the programme. This ensures exposure to real-world coaching while having access to information and support through various platforms. Also, the research and development part of the programme has to be carried out in the student's own work environment, which allows for the development of competencies based on real-world experience.
- **Extensive support:** Participants receive comprehensive support throughout the programme. This includes supervision, continuous professional development and tutoring. Students will also be divided into learning triads (support groups of fellow students) based on their learning styles and place of residence. Students will be encouraged to experiment with new approaches in their learning triads.

Learning outcomes

On completion of this programme, successful participants will be able to demonstrate the ability to:

- Understand individual coaching frameworks and models underpinning professional coaching practice

ABOUT THE PROGRAMME *(continued)*

- Understand the multiple theoretical perspectives on coaching
- Relate these theories to the practical and professional coaching environment
- Undertake self-directed learning and take responsibility for self-learning
- Operate in an environment characterised by situations challenging their personal beliefs and ethical points of departure
- Communicate clearly with a client and manage one-on-one relationships in an ethical and professional way
- Analyse and synthesise from theory and multi-client experiences
- Retrieve and process information, and draw inference from quantitative and qualitative information
- Monitor critically but fairly the growth and progress of the client, while learning from the interactions themselves
- Understand coaching practice that is congruent with their authentic coaching framework and model
- Produce a research report which meets the standards of scholarly research and professional writing.

Programme format

This modular programme (block release programme) runs over two years and consists of two phases: a class programme presented on the USB campus, and research and development conducted in the students' own work environment.

- **Phase 1 – class programme:** Students have to attend four blocks of one week each on the USB campus during the first year. During this time, they will be exposed to various models to discover their own particular framework for coaching. Coaching practice, case studies and assignments form part of this phase of the programme.
- **Phase 2 – professional assessment:** Students' coaching competence is assessed both in terms of their ability to convey their personal coaching approach and style, and in terms of authentically displaying coaching skills which resonate with their own model. This phase takes one week at the beginning of the second year.

- **Phase 3 – research and development:** Students have to complete a research report during the second year of enrolment. During this phase, a tutor will be assigned to each student based on the student's field of interest. Students may schedule a number of face-to-face sessions with their tutors to discuss coaching issues that may arise. The cost of up to five of these sessions is included in the tuition fees.
- **Throughout – triad practice, supervision and coaching:** A significant part of the students' journey is to coach and be coached. They must complete 40 hours of coaching and receive 20 hours of coaching (all of which is self-funded).

Dates for learning modules

- **Orientation:** 20 – 21 January 2012
- **Module 1:** 20 – 24 February 2012
- **Module 2:** 14 – 18 May 2012
- **Module 3:** 13 – 17 August 2012
- **Module 4:** 5 – 9 November 2012
- **Module 5:** 28 January – 1 February 2013 (professional assessment)

Dates for supervision for 2012 group

- 30 – 31 March 2012
- 16 June 2012
- 29 September 2012
- 8 December 2012

Faculty

Foremost academics from South Africa teach on the programme in conjunction with internationally respected and industry-leading management coaches. The programme leader of the USB's MPhil in Management Coaching is Dr Salomé van Coller-Peter, who holds a DProf in Coaching from Middlesex University in London, UK.

NQF levels

NQF Level 9 (new ten-level framework); 180 credits

Language of tuition

English

STRUCTURE AND CONTENTS

The class programme of the MPhil in Management Coaching is spread over five phases of one week each. Between these phases, participants will continue to apply their coaching in practice, experiment with new approaches in their learning triads (support groups of fellow students), receive their own coaching and engage in reflective work. They will also participate in supervision days dedicated to reviewing their case work, using multiple lenses to enhance their understanding of their own professional practice.

The programme will be delivered through lectures, tutorials, case studies, assignments, practical work and independent research. The class programme covers the following:

- **Module 1:** Orientation to Coaching; Learning Theory and Learning Styles; Adult Learning and Self-organised Learning; Forming Triads; Positive Psychology; Systems Theory and its Relevance to Management Coaching; Ethics in Coaching; Continuous Professional Development (The Art of Reflection); Integral Coaching Model; Skills Practice and Supervision.
- **Module 2:** Coaching Frameworks; The Business Coaching Process; Coaching for Performance; Experiential Models of Coaching; The Role Coaching Plays in Strategy Implementation; Research and Development; Continuous Professional Development, Assignment, Case Studies, Skills Practice and Supervision.
- **Module 3:** Coaching for Organisational Alignment; Leadership and Transformation; A Team Approach to Coaching; Research and Development; Assignment, Skills Practice and Supervision.
- **Module 4:** Psychology meets Coaching (exploring personal boundaries); Rational Emotive Therapy; Learning Conversations: Exploring the Coaching Conversation in the Context of the African Tradition of Story-telling; Learning Conversations, the Storytelling-way; An Integral Approach to Coaching Existentially in a World Characterised by Multiculturalism; An Experiential Approach to Coaching; Research and Development; Skills Practice and Supervision.
- **Module 5:** Professional Assessment of the Student's Learning Journey; Practical Assessment of Coaching Model and Framework; Practical Assessment of Coaching Ability through a Panel Demonstration; Report Writing; Moderation; Meeting with Tutors; Supervision.

The USB reserves the right to modify the contents of subjects and to combine subject matter for better integration of learning areas. This is in the interest of continuous improvement of the curriculum.

WHAT ELSE DO PROSPECTIVE STUDENTS NEED TO KNOW?

Academic admission requirements

The following is required for admission to the USB's MPhil in Management Coaching:

- An honours degree, OR
- A four-year professional bachelor's degree, OR
- A three-year bachelor's degree and a postgraduate diploma

Important: Applicants must have a minimum of 4 years of work experience in the field of People Management. Psychometric testing may also be required. Candidates' previous academic qualifications should be at least on NQF Level 8.

Assessment and Recognition of Prior Learning

A limited number of students can enter the programme through Stellenbosch University's Assessment and Recognition of Prior Learning (RPL) policy. ARPL candidates are required to put together a comprehensive portfolio of experience, demonstrating that they are on an equal footing as far as knowledge, competencies and skills are concerned with those with formal training. Prospective candidates may have to present their portfolios to two senior faculty members of the USB and they need to prepare for an in-depth interview.

Credits obtained elsewhere

From 2012 onwards, candidates who have obtained the Certificate in Coaching Practice at USB Executive Development Ltd (USB-ED) or a similar qualification from an accredited institution will have to enrol for the full MPhil Management Coaching.

Study materials

Some core textbooks and other study material will be provided to participants and the cost of thereof is included in the tuition fees. These books become the property of the student.

Start of academic year

February of each year

Deadline for applications

31 October of each year

HOW TO APPLY

In short

You can apply online via the USB website. But first, you need to write an essay and pay your deposit fee.

Write an essay

Write a reflective and comprehensive essay on the following:

- How does your learning journey to date reflect your personal growth towards becoming a coach? How does this awareness motivate you to do the MPhil in Management Coaching?
- How do you intend to cope with the high volume of learning hours, reading and coaching which you will be required to manage?
- What do you expect to gain from this learning journey?
- Why should you be admitted to this programme?

Application process

- Pay your application fee (bank: Standard Bank; type of account: cheque account; account number: 073003069; branch name: Stellenbosch; branch code: 050610; SWIFT code: SBZAZAJJ).
- Apply online via the USB website at www.usb.ac.za/coaching.
- Scan and upload all the supporting documentation to be included in your application package:
 - Comprehensive CV
 - Reflective essay
 - Certified copies of all academic records and degree/diploma certificates
 - Application fee proof of payment
 - A copy of your ID (or passport for non-South African students)
 - A marriage certificate (where the applicant's new surname does not match that on the degree certificates).

Important: The application process is currently being streamlined and applicants may be required to send a completed application package to the USB. The applications officer will liaise directly with applicants should this be necessary. In this event, please send the application package to: The Applications Office (MPhil in Management Coaching), University of Stellenbosch Business School, PO Box 610, Bellville 7535, South Africa.

What happens after submitting your application?

Applications must be completed in full. Your application will go through the USB's selection process. You may be required to attend an interview by a USB panel. The outcome of the selection process will be made known within 30 days or as soon as possible thereafter.

PROGRAMME FEES

	2012	2013 ¹	TOTAL
Full programme fees for students from South Africa and countries of the Southern African Development Community (SADC)			
Management Coaching	R50 600	R63 250	R113 850
Programme fees for students from the rest of Africa			
Management Coaching	R73 400	R63 250	R136 650
Programme fees for students from the rest of the world			
Management Coaching	R107 600	R63 250	R170 850
Application fee ²			R1 760
Deposit ²			R7 700

¹ The fees for 2013 (i.e. for the second year of enrolment) will be adjusted to make provision for price increases.

² Applicable to all applicants

Important

- Students are responsible for their own travelling and accommodation arrangements.
- Proof of the application fee deposit must accompany the application.
- On acceptance of admission, a deposit is payable and is deducted from the first year's programme fee. The deposit is not refundable.
- The USB reserves the right to change the fees at any time.

MORE ABOUT THE USB

The campus on the hill

The USB is situated in the suburb of Bellville on the outskirts of Cape Town, 35 km from the main campus of Stellenbosch University in Stellenbosch.

Portfolio of academic programmes

The USB offers an MBA, a PhD, MPhil degrees in Management Coaching, Development Finance and Futures Studies, postgraduate diplomas in Dispute Settlement and Leadership, and executive education. All the USB's programmes are internationally accredited by EQUIS.

Accreditation, memberships and acknowledgements

- **EQUIS accreditation** from the European Foundation for Management Development in Belgium – applies to the USB and all its programmes
- **AMBA accreditation** from the Association of MBAs in the UK – applies to the USB's MBA
- **EDAMBA membership** from the European Doctoral Programmes Association in Management and Business Administration – applies to the USB's PhD
- **CHE accreditation** by the South African Council on Higher Education – applies to all the USB's degrees
- **Beyond Grey Pinstripes Top 100 Schools List** from 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"
- **EFMD's Globally Responsible Leadership Initiative (GRLI)**, which focuses on reframing the purpose of management education – the USB is a member
- **UN's Principles for Responsible Management Education (PRME)** – the USB is one of the first 100 business schools and universities from around the world that has endorsed this UN-backed global initiative which promotes corporate responsibility and sustainability in business education.

- **Global Business School Network (GBSN)**, which promotes management education as a critical component of international development strategies – the USB is a member
- **Leading business school associations** – the USB is a member of the 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 the SA Business Schools Association (SABSA).

International cooperation

The USB has positioned itself as a knowledge partner of the world in Africa, and of Africa in the world. As a result, the USB's programmes have both a global and local focus. The USB's EQUIS international accreditation confirms our quality standards to all stakeholders, including prospective students. The USB's students also benefit from the school's partnership agreements with over 75 international business schools through exchange study options, joint research projects and international lecturers.

Engaging with society

Engaging positively and imaginatively with societal issues is important to the USB. On the USB's programmes, this is made real through hands-on case studies and various other initiatives.

Critical thinking

Five research centres at the USB play a major role in the creation of thought leadership. Research outcomes are used to ensure the continued relevance of the USB's programmes. The research centres are the Centre for Leadership Studies, the Centre for Corporate Governance in Africa, the Africa Centre for Dispute Settlement, the Base of the Pyramid Learning Lab, and the Institute for Futures Research.

Facilities

- The USB's library functions as a modern information centre and offers access to local and international publications and databases.

MORE ABOUT THE USB *(continued)*

- ITC facilities include wireless broadband internet access, computer-assisted learning and software packages such as McGregors BFA Net, I-Net Bridge, Reuters and ISM.

Support services

Client and support services to students are provided through these contact points:

- **USB Career Services Office:** Provides support services such as career strategy sessions, preparation sessions for job interviews and other resources to help students make the most of their studies and future careers.
- **Admissions Office:** Provides assistance with the application process.
- **Academic Administration:** Provides continuous academic support to students.
- **International Affairs Office:** Provides assistance to foreign and exchange students.
- **USB Alumni Association:** The USB offers its alumni continued learning opportunities, networking events, workshops, the Leader's Angle speaker series, e-newsletters, a magazine, a research journal and a web portal.

Accommodation

The Bellvista Lodge on the USB campus offers comfortable accommodation, which is ideal for short stays. Two cafeterias on the campus offer meals and refreshments. Contact the manager on duty on +27 (0)21 918 4444 or go to www.usb.ac.za/bellvista/.

CONTACT DETAILS

For international calls, telephone numbers are preceded by +27 and the initial 0 is omitted.

University of Stellenbosch Business School

Mailing address

PO Box 610, Bellville 7535, South Africa

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Carl Cronjé Drive, Bellville 7530, Cape Town, South Africa

Telephone

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021 918 4246; international +27 21 918 4246

E-mail

usbcom@usb.ac.za

Website

www.usb.ac.za/coaching

MPhil in Management Coaching

Application enquiries

Contact Libby Kok on 021 918 4246, or e-mail MCoaching@usb.ac.za

Postal address for MPhil in Management Coaching application packages

Applications Office, MPhil (Management Coaching), University of Stellenbosch Business School, PO Box 610, Bellville 7535, South Africa

