Discover your authentic leadership style
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**Postgraduate Diploma in Leadership Development**  
| www.usb.ac.za/leadership |

- Learn to lead in the framework of Me-We-Work-World
- Become a responsible leader
- Modular – learn while you earn
- Grow your influence by growing leadership skills
- 1 year
- Develop your own leadership style

“We define leadership as the desire and ability to have a positive impact and influence at work and in society.”  
**Prof Mias de Klerk**  
Head: Postgraduate Diploma in Leadership Development
Thank you for your interest in the University of Stellenbosch Business School. You have come to the right place to discover and develop your leadership potential. We are one of the few Triple Crown Business Schools in the world. These are schools with the three major international accreditations, namely AACSB (from the USA-based Association to Advance Collegiate Schools of Business), EQUIS (from the Brussels-based European Foundation for Management Development) and AMBA (from the UK-based Association of MBAs). In addition, our executive education programmes, delivered via our private partner, USB-ED, is ranked among the Top 100 in the world by Financial Times.

You therefore know in advance that the standard of our academic programmes, infrastructure and learner support is benchmarked against the best. We would also like you to know the following about USB:

• We are deeply committed to Africa. At the same time, we educate you to function in a global business world.
• We will lead you to study the latest theories in a particular field while also providing you with opportunities for practical application in your business.
• We will walk the road to sharpen your critical thinking abilities while also igniting your passion for better business skills.
• We will widen your strategic vision while also equipping you with operational skills in fields like responsible leadership, finance and marketing.
• We will carefully select you to enter into one of our programmes, and then engage with you to leave us as a changed person.

USB is a values-driven school. We embed our values – like integrity, inclusivity, excellence and innovation – in everything we do.

We are part of Stellenbosch University – the top research university in Africa – and steer our research agenda to inform business and the content of our curricula. Via our Small Business Academy we create value for budding entrepreneurs to improve their businesses and create jobs in their communities.

Ultimately, USB aims to bring hope to Africa and to the world. Join us in turning this dream into a reality.

Prof Piet Naudé
USB Director

Message from the Director of USB

From a business school perspective, social development in South Africa happens through empowering students to understand their role as responsible leaders when they go back into society.

Prof Piet Naudé
USB Director
Message from the Programme Head

International and local research confirms that it is leadership that makes a difference. USB’s Postgraduate Diploma in Leadership Development is based on this growing body of research. We define leadership as the desire and ability to have a positive impact and influence at work and in society. In short, leadership is about making a constructive difference wherever we find ourselves.

What differentiates this programme from many others is the fact that we do not just teach and test leadership. Instead, we value leadership development as a process of learning with the primary focus on deepening and strengthening the student’s leadership competence and confidence.

Exercising leadership is not easy given the complexity and challenges of our world and organisations. It is difficult and yet it is what the world is calling for. It is a daily choice to show up as a leader. This requires a level of consciousness, courage, discipline and a strong values compass.

To be a leader calls for self-awareness, an understanding of the context of the world in which leadership has to be exercised, and the ability to build strong relationships, unlock energy and potential, and contribute to building organisations that are sustainable, profitable and fit and friendly for human life. These are the elements that this programme addresses.

Providing theories and frameworks for thinking forms an integral part of the programme. Yet, these theories and frameworks are always in service of equipping students to do things differently in their own lives and workplaces. Students work with real-time challenges and use themselves and their organisations as their primary places of learning through a process of action learning and peer-based dialogue and coaching. The programme is therefore very practical and relevant to each student.

Prof Mias de Klerk
Head: Postgraduate Diploma in Leadership Development

“We define leadership as the desire and ability to have a positive impact and influence at work and in society.”

Prof Mias de Klerk
Head: Postgraduate Diploma in Leadership Development
Discover USB’s advantages for you

African contextualisation of business knowledge
USB has become known for its African-focused expertise in areas such as sustainable development, futures research, development finance, ethics and corporate governance, responsible leadership development, management coaching and emerging-country economics.

Study at a school with 3 international accreditations
USB was the first school from an African university to receive all three international accreditations: AACSB, EQUIS and AMBA. The school is also well ranked in South Africa (No.1 in PMR.africa, 2017) and in Africa (Eduniversal’s Top 3 in Africa, 2017).

International stature and global perspective
USB is part of the 100-year-old Stellenbosch University, an international institution of distinction and the top research university in Africa. USB has partnerships with some 80 business schools representing all the continents and has a presence in various parts of the African continent. Joint research, faculty members serving on international boards, international memberships, jointly presented conferences and the exchange of faculty members and students contribute to USB’s global perspective of business knowledge.

Strong focus on responsible leadership development
USB’s mission is to develop responsible leaders through well-grounded business education and research. Responsible leadership development is ingrained into USB’s programmes – in particular the MBA.

Collaborative learning
Our students come from different industry backgrounds, cultures and geographies. This diversity enables them to learn from one another and to work with different perspectives. Our students regularly mention collaborative learning as one of the highlights of their learning journey.

Connections with the business sector
USB’s close cooperation with industry ensures an academic offering aligned with the needs of the world of work. Areas of alliance and collaboration include representation by the local and international business community on the USB Advisory Board. Partnerships between USB and industry include societal initiatives such as the USB Small Business Academy and the Consulting Club.

Research and the sharing of business knowledge
USB creates business knowledge through its research centres, academic conferences, research fellowships, the research undertaken by its faculty members and students, and its partnerships with the business industry and other academic institutions. The school shares its research on various platforms, including its journals, website, conferences and speaker events.

Social impact
USB’s ultimate purpose is to develop responsible leaders who will be stewards of society. For USB, social impact means the societal orientation and impact of our curricula and research, our involvement in social dialogue and public policy making, the social impact of our engagement with stakeholders, our collaboration with partner schools and organisations, and our sustainability and responsibility practices. For USB’s students, this translates into engaged learning.
Overview of the programme

All over the world, research confirms that it is leadership that makes a difference in organisational performance. USB’s Postgraduate Diploma in Leadership Development is based on this growing body of research. This programme therefore acknowledges responsible leadership as the prime differentiator that drives sustainable high performance. Using the framework of Me, We, Work and World, it focuses on the development of personal leadership, team leadership, organisational leadership and societal leadership to strengthen and deepen working professionals’ capability to grow as leaders.

This programme offers a powerful journey of learning and development. It uses multidisciplinary assessment techniques and processes which include peer group interaction, role-plays, feedback and coaching, personal reflection, action learning, and work-based applications where you apply your learning within your own areas of influence. Various levels of support are provided on this programme – from tutoring to support from fellow students. It also gives you the opportunity to use personal, work and life environments as extended places of learning, and to develop your personal leadership authenticity and strengths as the primary source for interpersonal, organisational and societal influence.

The programme focuses on your development as a responsible leader. It does not include managerial functions such as finance, marketing and economics.

The programme is relevant for Africa and beyond. You can apply your leadership competencies in any industry, anywhere in the world. 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 African continent.

Discover what you will gain from this qualification

- **Lead with responsibility and authority**
  One of the most underutilised resources available to organisations and society is the unfulfilled leadership potential of managers and specialists. Research shows that most managers and specialists can enhance their leadership impact significantly through a medium-term process of personal leadership development. This is what this programme does – it develops you as a leader who can lead with responsibility and authority.

- **Make an impact in your organisation**
  Research confirms that leadership development can have a practical and discernible impact on an organisation’s economic performance, brand, employee engagement and morale, and capacity to attract and retain talent. Most people “slide into leadership” rather than consciously develop leadership competencies. With leadership skills, you can rapidly enhance the performance of individuals, teams and the organisation, and align the organisation to contribute to society.

- **Enhance performance**
  This programme acknowledges leadership as the prime differentiator that drives sustainable high performance. Also, it is the presence of clear leadership competencies that separates average from superior performance. The leadership competencies you acquire through this programme will help you to optimise the potential and contributions of people at every level and to support transformation in organisations.

- **Cope in complex environments**
  South Africa and most other African countries are building democratic and market-based economic dispensations. This qualification will help you acquire the shifts in leadership values and practices you need to cope with the demands of highly competitive, globalised and multicultural environments.

- **Grow your influence**
  Excellent leaders exercise influence with intent and in ways that enhance the sustainable performance of all stakeholders. This programme enables you to reveal and build your capacity to exercise influence in your personal authentic manner.

- **Lead with authenticity**
  You will be encouraged to discover and develop your personal and authentic leadership style and approach, enabling you to lead in the way that is true to you.
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. The learning philosophy of this programme is based on the following:

- **Integrating theory and practice:** This qualification provides students with both the theoretical and practical underpinning of sustainable high-performance leadership. The theoretical part of the course is delivered through a class programme of lectures, case studies, tutorials and assignments, while the practical part mainly consists of syndicate groups, peer-based interaction and feedback, and workplace application.

- **Finding an authentic personal leadership style:** Students are encouraged to discover the approaches and frameworks that work best for them in order to develop their personal and authentic framework, approach and style of leadership.

- **International application with local specialisation:** The programme adheres to international best practice while emphasising leadership development in a uniquely African context. 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.

- **Adult learning practices:** The focus of this postgraduate diploma is not “learning about leadership.” Neither is this traditional education which relies on tests, exams and case studies unrelated to your own context and challenges. Instead, this programme uses adult learning practices (andragogy) such as action learning and peer-based learning (collaborative learning where you learn through the experiences of fellow students) to help you make the most of your learning journey. The programme also gives you the opportunity to use personal, work and life environments as extended places of learning, and to develop your personal leadership authenticity and strengths as the primary source for interpersonal, organisational and societal influence.

- **Extensive support:** Students receive comprehensive support throughout the programme. Students will also be divided into syndicate groups (support groups of fellow students) based on their place of residence.
Learning outcomes

On completion of the programme, successful students 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; entrenching the business disciplines of leveraging information and performance management to drive performance and people commitment; 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, and contribution to societal transformation.

Who should enrol?

- 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 have a minimum of seven years of working experience and 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
- Those who want to broaden their leadership competencies without doing a comprehensive management and business degree like an MBA

Format

This one-year programme has a convenient modular format that allows you to study while you work. This enables you to start applying your newly acquired skills in your workplace right from the start while receiving comprehensive support throughout your studies. You need to attend four blocks on campus during the course of the year, with each block running from Monday to Saturday.

Overview of modules and electives

Overview

Students need to complete seven compulsory modules and one elective. The modules establish the foundations of the four dimensions of leadership development, namely ME-WE-WORK-WORLD, or personal leadership, interpersonal and team leadership, organisational leadership and societal leadership. The optional elective enables students to develop a specific leadership attribute or a more specialised core competence.

MODULES – all seven are compulsory

Module 1: High-performance Personal Authentic Leadership (14 credits)
Module 2: High-impact Leadership and Teaming (10 credits)
Module 3: Creating and Leading High-performance Organisational Culture (14 credits)
Module 4: Multiculturism, Transformation and Competitiveness (10 credits)
Module 5: Strategy as the Art of Execution (14 credits)
Module 6: The Role of Business in Society (10 credits)
Module 7: Growth and Application of Personal Authentic Leadership (28 credits)

ELECTIVES – choose one

Negotiation Leadership (20 credits)
Change Navigation (20 credits)
Leaders Coaching Leaders (20 credits)

Contents of modules

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 a team assessment technique to build teams
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.

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: Multiculturism, Transformation and Competitiveness
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 impetuses of BBBEE and related transformation of attitudes and perceptions
- Develop and communicate an integrated strategy to motivate the need for transformation that includes BBBEE
- Comprehend and work with the key dynamics of multicultural environments
- Develop integrated strategies to achieve sustainable 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
- Utilise 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 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:

- Appreciate the macro-economic environment and the larger context within which organisations have to operate
- 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.

Module 7: Growth and Application of Personal Authentic Leadership
This module spans the entire programme. On completion of this module, students will be able to:

- Define their personal authentic leadership “fingerprint” which provides answers to the following:
  - “Who am I and who could I be as a leader?”
  - “How can I be true to myself as a leader instead of trying to imitate others?”
  - “What can and must I do to become the very best leader I can be?”
  - “How can I contribute to enhance the contributions and leadership capabilities of others?”
  - “How can I contribute to enabling teams to deliver sustainable high performance?”
  - “What can I do to contribute to the creation of a high-performance organisation culture?”
  - “How do I exercise my leadership influence beyond the boundaries of my organisation for the greater good of society?”
- Focus on defining and leveraging personal styles and strengths as the primary foundation for growing personal leadership impact.
- Utilise the leadership preference assessments to enhance personal leadership impact.
- Develop the competencies of the “Leader as Learner” by mastering a range of adult learning practices.
- Apply reflection as a core competence of leadership.
- Apply the practice of identifying “personal teachable points of view” by exploring the impact of life stages and experience on personal leadership evolution.
- Define the full range of practices of leadership and establish an integrated understanding of the related theory.
- Explore the implications of applying the range of personal, interpersonal and organisational leadership practices.
- Utilise 360° feedback to identify and enhance key leadership behaviours.
- Utilise interpersonal and team-based practices to enhance team performance and collective leadership.
- Define a personal leadership development programme for the medium term once the diploma has been completed.
Timetables

The timetable for this programme is published on USB’s website once the dates become available. See [www.usb.ac.za/leadership](http://www.usb.ac.za/leadership) for details.

**Important**

- Study permits for foreign students at USB: Obtaining a study permit (study visa) from the South African authorities takes up to 12 weeks from the date of being offered a place on a programme at USB – hence the early application deadline for foreign students.
- Multiple-entry visas: Students from non-SADC African countries and other countries with visa requirements who need to apply for study visas can obtain a letter from USB confirming the duration of registration at USB. This will help students to obtain multiple-entry study visas in case of modular studies.
- Timetable changes: USB reserves the right to change dates of the lecture schedule or subjects per term table. Students will be informed of any changes in good time.

Application deadlines

- South African students: 15 November each year
- ARPL applicants: 31 October of each year
- Students from (visa-exempt) SADC countries: 31 October each year
- Students from the rest of world: 31 October each year

Programme fees

The programme fees for 2019 are published on USB’s website once this information becomes available. See [www.usb.ac.za/leadership](http://www.usb.ac.za/leadership) for details.

**Important**

- Fees include books and study materials.
- Deposit: All students pay a deposit on acceptance of admission. Foreign students need to pay a deposit of 50% of the annual programme fees on acceptance to the programme and the balance prior to, or upon registration. The deposit is deducted from the programme fee. The deposit payable is non-refundable.
- Application fee: The application fee must accompany the application. The application fee is not refundable.
- Travelling, accommodation and meals are for students’ own accounts.
- USB reserves the right to change the fees at any time.

Admission requirements

- A relevant Bachelor’s degree or demonstrated Assessment and Recognition of Prior Learning
- Proven relevant working experience of five to seven years

How to apply

Before you start

- You will be able to complete the form in steps without losing information.
- The online application form consists of various sections. In order to process to the next section, all the information in the current section must be completed and accepted by the information management system.
- The application process is the same for South African and foreign students.
- It is best to use Google Chrome as web browser when completing your application.

The application process

Go to [www.USB.ac.za/apply](http://www.USB.ac.za/apply) and complete the online Postgraduate Diploma in Leadership Development application form by completing each of the following sections:

Section 1: Personal details
Section 2: Address details
Section 3: Work and studies
Section 4: Documentation

Here you need to upload the following supporting documentation:

- Completed and signed application form
- Certified copies of all academic records and degree/diploma certificates
- Proof of application fee payment
- Detailed CV
- 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)

Section 5: Application fee payment

Bank: Standard Bank; Type of account: cheque account; Account name: US Business School, Account number: 073003069, Branch name: Stellenbosch; Branch code: 050610; Beneficiary name: Stellenbosch University; SWIFT code: SBZAZAJJ. Proof of payment of your application fee should be e-mailed to the cashier at payments@usb.ac.za.

Section 6: Status

What happens next?

Your application can only be assessed by the selection panel if it is accompanied by your completed online application form, all the supporting documents and proof of your application fee payment. The outcome of the selection process will be made known within 30 days or as soon as possible thereafter.
I did not have the opportunity to study full-time after matric as I am the eldest of seven kids who grew up on a farm with my grandparents. One day in 2006 I realised that I had two options: I could continue to blame everyone and complain about my life or I could use that energy to pursue an undergraduate degree. It took me ten years to complete my BCom in Human Resource Management.

I am now responsible for HR in the company I work for. I have implemented a Personal Development Project for women in the company to help them grow their career paths and to help them overcome hurdles like the Queen Bee syndrome.

It is against this background that I started my Postgraduate Diploma in Leadership Development journey. I thoroughly enjoyed discovering more of myself. It was tough to be vulnerable, to mine what shaped me and to manage the triggers in difficult situations. I wanted to stay in that safe bubble on campus with like-minded people, not having to be tested in the real world. But the first day after my first study block I was tested to apply what I have learned. Writing down the challenge in a structured way gave me more insight into and clarity on my triggers, and I could focus on action points instead of lashing out.

The PGD in Leadership Development made me fully aware that leadership is about accountability and critical awareness. We have a responsibility as leaders. Leadership skills are the skills of the future. It includes getting in touch with your emotions, having empathy and listening. Leadership is inner work, and if you want to lead people you need to be able to lead yourself first.

The study blocks over the one year felt like a retreat and rehab combined. This programme is so practical – you can apply learning in the workplace from the very first block.

My biggest learning was discovering that the things that shaped me from my upbringing resulted in losing my self-love and feeling unworthy, and from there it was a downward spiral. My decisions and choices were made from this point of reference. Now this spiral is trending upwards. This journey added a richness to my relationships at the levels of me, work, world and home. I am still work in progress, but what I now know for sure is
Information sessions

USB hosts various Information Sessions during the year. This is where you can obtain first-hand information on the programme and meet faculty members, alumni and support staff. See www.usb.ac.za/events for dates, venues, timeslots and booking details.

Assessment and Recognition of Prior Learning

USB provides wider access to its programmes through its Assessment and Recognition of Prior Learning (ARPL) process. In line with the requirements of the Council for Higher Education (CHE), USB may admit up to 10% of its student body under ARPL. Candidates who wish to be admitted under the ARPL policy will firstly have to submit all the documentation and tests as required for all prospective students. In addition, prospective students have to adhere to the following:

• Have at least an NQF 6 qualification.
• Have at least SIX years of working experience after obtaining the above-mentioned qualification, of which at least THREE years should have been in a management or related professional position.
• Submit a comprehensive CV, indicating detailed areas of responsibility as well as information on activities outside the work environment.
• Provide USB with at least two references (typically current or former line heads) who can testify about the candidate’s managerial or related professional abilities. These references will be required to give a detailed personal reference about the candidate on forms provided by USB.
• Next, USB’s Admissions Committee (head of the programme and another academic) will conduct an in-depth interview with the candidate.
• If the Committee is of the opinion that the candidate has the ability to cope with the demands of the programme, he/she may be admitted.
• A recommendation of admission is sent via USB’s Academic Planning Committee to the Board of the Faculty of Economic and Management Sciences for notification.
• Note that ARPL candidates need to apply by 31 October each year to allow sufficient time for the assessment process.

Study visa requirements for international students

All residential students who are non-South African citizens and are studying at USB require a study visa. Prospective students should contact their nearest South African Foreign Mission (South African Embassy, Consulate or High Commission), normally in their country of origin, to enquire about the requirements for study visas for South Africa. Applicants are required to present themselves in person so that biometric data may be captured. Students from West Africa can also contact USB’s representative for this region in Nigeria while students from East Africa can contact USB’s representative for this region in Kenya. (See contact details at the back of the brochure.) All international students can contact the USB International Office at international@usb.ac.za for assistance. All international students must hold a valid visa for their intended activity prior to entering South Africa.

Payment of programme fees

Foreign students need to pay a deposit of 50% of the annual programme fees by acceptance to the programme and the balance prior to, or upon, registration.

Additional information

Additional information for foreign students

I have also realised that we see the world through our own filters, and that as a leader I need to be able to understand and work with that. Initially, when I enrolled for the PGD in Leadership Development, I planned to do my MBA after that. The rethinking for this was to increase my credibility within the company and especially among the executives. I feel that HR is not valued unless you speak the operational language, we are only seen to be dealing with the “soft” stuff. But during the PGD year I learned that leadership is inner work, it is about dealing with the so-called “soft” stuff. Then I came across Robin Sharma who said the following in his book The little book of stunning success: If ideas like these are so “soft”, why are they so very hard to do?

I also used the year to practice listening to my intuition more and figure out what I am drawn to and what lies in with my passion of helping people. Then I ended up deciding to do the MPhil in Management Coaching!
Notes on obtaining a study visa

• Obtaining a study visa from the South African authorities takes approximately 10 to 12 weeks from the date of application. However, some missions may process applications sooner. Sufficient time should be allowed for study visa applications to be processed.

• Your study visa application should include a copy of the letter offering a place on USB’s MBA (or other programme). This letter will be provided by USB’s Academic Administration once the application has been approved. A place on the programme must be confirmed before a study visa application can be considered by the South African Department of Home Affairs. Students should not proceed to Stellenbosch University or USB without a valid visa.

• Although applicants are expected to determine exactly what they require to apply for a study visa, they can expect to have to provide the following, among others: a police clearance certificate, proof of medical insurance recognised in South Africa, a radiological report, a medical certificate, proof of sufficient funds, and an admission letter from USB. Your nearest South African Foreign Mission will be able to advise in this regard. The onus falls on the student to make sure that he/she submits a complete application pack.

• All documents should be certified and translated into English before submission (in order not to delay the outcome of the application).

USB faculty

Besides its full-time and part-time academic staff, many of whom have distinguished themselves as organisational leaders, USB welcomes international academics and experts to lecture on its programmes. This gives students exposure to academic learning and real-world experience from across the globe. Find out more about USB’s faculty at www.usb.ac.za.

Facilities, resources and services

• ICT facilities: These include wireless broadband internet access campus-wide, an e-learning platform, break-away rooms, network connections for notebooks and access to software packages and databases.

• Library: The library provides access to printed and online local and international publications, books, journals and databases (including SA-ePublications, Scopus, Ebscohost, Gartner and Emerald), as well as a repository of master’s and doctoral theses (SUNScholar). See http://library.sun.ac.za.

• Support services: Support to students is offered via these touch points such as the Admissions Office, Academic Administration, Careers Office, International Affairs Office, Alumni Relations Office and USB (library).

• Business services: This facility offers e-mail, phone, photocopying, printing, courier and related services to students.

• Lecture theatres: All the auditorium-style and flat-floor lecture theatres are equipped with the latest audio-visual equipment and network facilities.

• Accommodation and restaurants: The Bellvista Lodge (www.usb.ac.za/bellvista) on the campus provides accommodation and a restaurant. Two other restaurants offer meals and refreshments.

USB Alumni Association

USB’s Alumni Association has strong roots and a wide reach. We are extremely proud of our more than 27 000 alumni who have excelled in managerial and leadership roles all over the world – many of them at the highest level. Various channels are used to create ongoing conversations between USB and its alumni, opportunities for continued learning and ways to give back to USB. Together, USB and its alumni create a powerful network that contribute to the common good of society. See www.usb.ac.za/alumni.

This programme will deepen and strengthen your leadership competence and confidence.

Prof Mias de Klerk
Start your discovery here

**Postgraduate Diploma in Leadership Development enquiries**
Telephone: +27 (0)21 918 4246 | leadership@usb.ac.za | www.usb.ac.za/leadership
Carl Cronjé Drive, Bellville 7530, Cape Town, South Africa

**Information sessions**
Telephone: +27 (0)21 918 4246 | leadership@usb.ac.za | www.usb.ac.za/events

**USB Careers Office**
Telephone: +27 (0)21 918 4187 | usb.Careers@usb.ac.za

**International Affairs Office**
Telephone: +27 (0)21 918 4196 | international@usb.ac.za

**Campus accommodation**
Telephone: +27 (0)21 918 4444 | www.usb.ac.za/bellvista

**USB Alumni Office**
Telephone: +27 (0)21 918 4212 | usbalumni@usb.ac.za

**West African Office**
Prospective students from West Africa can contact USB’s representative in the region for assistance with applications, transcripts and visas:
Contact person: Gbemisola Abdul-Martins
Telephone: 234 8033136294 | 080333136294
E-mail: gbem@cognityadvisory.com
Physical address: Lagos Cognity Advisory Office, 2nd Floor, 84 Opebi Road, Opebi, Ikeja, Lagos, Nigeria

**East African Office**
Prospective students from East Africa can contact USB’s representative in the region directly for assistance with applications, transcripts and visas:
Contact person: Alex Matheri
Telephone: +254 (734) 606000 (office) | +254 722 251638 (mobile)
E-mail: alex.matheri@usb.ac.za
Physical address: 1st Floor Suite 108, Nanak House, Kimathi Street, Nairobi
Postal address: PO Box 3285-00506, Nairobi, Kenya

**Mauritian Office**
Prospective students from Mauritius can contact USB’s representative in the region directly for assistance with applications, transcripts and visas:
Contact person: Marietjie van der Merwe
Telephone: +230 52 91 85 84
E-mail: marie@globalnatives.com

Leadership is the prime differentiator driving sustainable high performance.
Prof Mias de Klerk

Where USB’s alumni come from

- **30 countries in AFRICA**
- **12 countries in EUROPE**
- **10 countries in ASIA**
- **5 countries in the AMERICAS**
- **AUSTRALIA and NEW ZEALAND**

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