

Embark on a Postgraduate Diploma designed with you in mind

*Do it **YOUR** way*



- *More flexibility and options for you*
- *Study while you work*
- *Strong focus on responsible leadership*
- *Latest management thinking tools and frameworks*
- *Easier access to MBA and MPhil degrees*

#KeepLearning

PGDip

Redesigned

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You've spoken. We've listened.

You are a part of an incredible time in history. You've seen the world change in virtually every way. As a result, you've also changed your life across the board - working remotely, adapting your daily routine and finding alternative ways to connect with others. You remained flexible, you found a way to **#KeepLearning** and you've adapted so that you can **do it your way**. After hearing the stories of your challenges over the past year, our business school has responded to this era of hyper-change with a revolution of our very own.

Introducing our new postgraduate diplomas designed around you!

PGDip
BMA

PGDip
DevFin

PGDip
Futures

PGDip
Project

Made for you, by you.

Ultimately, we have you to thank for this redesign. After taking key learnings from the pandemic into account, as well as factoring in your recent experiences, our new PGDips are specifically designed to give you the invaluable flexibility to study while you work. They will also help you acquire cutting-edge skills relevant to our unique circumstances. Most of all, regardless of which of our revolutionised PGDips you decide to study, each of them allows you to **do it your way**. This means:

- More ways to acquire the employable skills and expertise for you
- Strong focus on responsible leadership, with a leadership module built into each PGDip
- Future readiness, supported by the latest tools and frameworks in management thinking
- Learning processes that embrace student-centred learning
- A cutting-edge learning experience platform
- Exposure to student diversity, leading to rich discussions and network building
- Competitive fees
- Stackable micro-credentials, which puts lifelong learning within your reach
- Easier access to USB's MBA and MPhil degrees
- Recognition for certain credits when continuing with USB's MBA

Why have we changed things up?

We were only going to deliver our new PGDips once we knew precisely what you wanted from them. That's why, over recent years, we listened to exactly what postgraduate students in business management required from their degrees: flexibility, relevant content and employable skills. We also consulted with top industry and learning design experts, and benchmarked our objectives with elite international business schools and global learning providers. No matter what we adapted, we ensured that we always provide a strong focus on our business school's most recognised areas of expertise, such as responsible leadership.



Do it your way

Experience unrivalled flexibility

We rearranged the PGDip modules into equal units of 15 credits each. This allows you the ultimate studying flexibility, with more choice regarding course duration and attendance options.



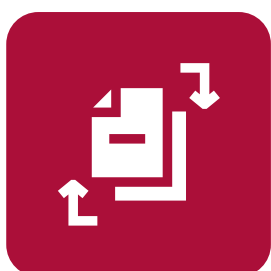
Duration flexibility

You can complete your studies in 1 year or spread it over 2 years.
Fees are payable over 2 years for those studying over 2 years.



Format flexibility

You are able to attend classes online or on-campus, or mix the two modes.



Programme flexibility

You may start off with a specific PGDip in Year 1 and change your specialisation in Year 2.



Access flexibility

You can even complete part of your studies as standalone short courses.



Duration flexibility: *Choose 1 year or 2 years*

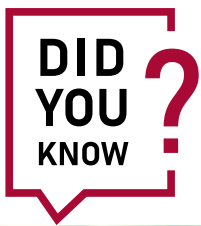
1-year PGDip	2-year PGDip
Duration: 1 year	Duration: 2 years
Number of modules: 8	Number of modules: 8
<p>Delivery mode for all modules (foundation and specialisation):</p> <ul style="list-style-type: none"> • Blended learning format: 1 late afternoon session per week for 40 weeks + 4 weeks of assessments • Modular format: 4 full modular blocks spread over the year (i.e. mornings and afternoons) 	<p>Delivery of foundation modules in Year 1:</p> <ul style="list-style-type: none"> • Blended learning format: 1 late afternoon session every second week • Modular format: 4 block weeks per year with classes either in the morning or the afternoon <p>Delivery of specialisation modules in Year 2:</p> <ul style="list-style-type: none"> • Blended learning format: 1 late afternoon session every second week • Modular format: 4 block weeks per year with classes either in the morning or the afternoon
<ul style="list-style-type: none"> • Each modular block runs from Monday to Friday, except the first modular block which runs from Monday to Saturday. • If you select the 2-year option, you will be able to pay your fees over 2 years. 	



Format flexibility:

Attend classes online or on campus

With our flexible blended learning format, you can opt to attend classes online or on campus. These classes are delivered synchronously with the on-campus classes, where you can immerse yourself in a premium learning experience using an internet-linked laptop from wherever you are in the world. You can even start in one mode and transfer to another mode during the course of your studies, although only on a per-module basis. This means if you start a module on one mode of delivery, you need to complete it on that same mode of delivery.



Our business school has been investing in blended learning technology since 2015, and our lecturers are trained experts in the art of virtual teaching.





Programme flexibility:

Choose your foundation phase modules

The modules of the redesigned PGDips are split into a foundation phase (covering skills, frameworks and tools you can apply in any field of work) and a specialisation phase (programme-specific modules).

The modules in the foundation phase focus on **responsible leadership, understanding the local and global ecosystems** in which we operate, **thinking frameworks for better decision making**, and more. These modules tap into the areas of expertise our business school is known for, and have been selected to provide you with competencies – such as leadership skills and thinking frameworks – that can be applied in any industry, anywhere in the world.

You need to complete 4 of the 7 foundation modules offered. Although all students follow the Understanding the World and Responsible Leadership modules, you can still choose between Thinking Frameworks, Business Analytics and Managing Projects, and between Organisational Behaviour, and Managing Risk and Uncertainty. The respective PGDip journey you have chosen will be a factor in your decision.



Programme flexibility:

Start with one PGDip and finish with another

If you have opted for the 2-year PGDip, you can decouple at the end of Year 1 (i.e. after you have done the foundation phase) and switch to another PGDip in Year 2. It is possible to enrol for a PGDip in, say, Development Finance or Futures Studies, and then rather complete the PGDip in Business Management and Administration.



Programme flexibility:

Do a second PGDip

With the redesigned PGDips, you can get recognition for credits earned on some of the foundation phase modules towards a second PGDip. This allows you to obtain a skill set – say in Futures Studies, Development Finance or Project Management – by only completing the required specialisation modules of a second PGDip. Remember that this only applies to our redesigned PGDips.



Access flexibility: *Stack up credits towards a PGDip*

The ground-breaking design of stackable micro credentials will make studying more convenient for you than ever before. You can start your postgraduate studies by completing short courses, which can be presented in lieu of the foundation phase modules of the PGDips.

Currently, the Project Management short course is already available, and is accredited. Additional short courses like these will be made available to you, allowing gradual entry into the PGDip portfolio if you need to ease into the formal qualification route.



“

Project management is not only about implementation; rather the integration of strategy, projects, business and people. These key factors ultimately differentiate successful organisations in the marketplace.”

– MC Botha, Head: PGDip in Project Management

Assessment of learning: Create immediate value

Assessment of learning is a fundamental aspect of these new PGDips. While traditional assessment focuses on proving your competency in tests and examinations, the redesigned PGDips have no examinations. Instead, an advanced combination of tests, assignments, simulations and other innovative assessment methods are used. Assignments require you to apply your learning in the work environment. This real-world application contributes to your understanding as you analyse data from your organisation and solve existing business problems as part of your learning journey. Assessment of learning therefore also allows your employers to gain immediate value from your efforts.

Increased diversity and stronger network building

Another unique advantage to the redesigned PGDips is that you and your classmates all attend the same foundation phase classes together. This means you will be joined in class by students studying business management, futures studies, development finance and project management.

You will definitely benefit from the rich diversity, perspectives and thought-provoking insights. Discussions in the classroom, with different working experiences and knowledge within the same walls, will be like no other learning experience in the world.

Our alumni regularly mention learning from peers, forming strong personal networks and creating long-standing friendships as valuable takeouts from their postgraduate studies. They have found that these networks unlock opportunities and offer support for years to come.



Get credits off your MBA at our business school

Two modules in the foundation phase – Organisational Behaviour and Business Analytics – provide you with credits for continuing your MBA degree at our business school. This means that you will not have to complete Organisational Behaviour and Managerial Statistics on the MBA, irrespective of your PGDip specialisation.

If you followed the specialisation modules of the PGDip in Business Management and Administration, you will also receive credit for Managerial Accounting on the MBA because of your completion of Business Finance on the PGDip BMA.

Preparing for a future of lifelong learning

Redesigning our PGDip modules is in keeping with the worldwide shift towards lifelong learning for personal development and career advancement. We are therefore positioning our students for a future where they will be able to accumulate credits over time towards a qualification, or to enrol for individual modules or stand-alone courses to acquire new skills.

Getting recognition for modules or accredited short courses means students can “stack up” micro-credentials towards a PGDip. This also makes it possible for USB alumni to attend PGDip modules to upskill themselves or to accumulate credits towards a second PGDip. The overall aim is to make academic credits stackable and lifelong learning more accessible for our students.

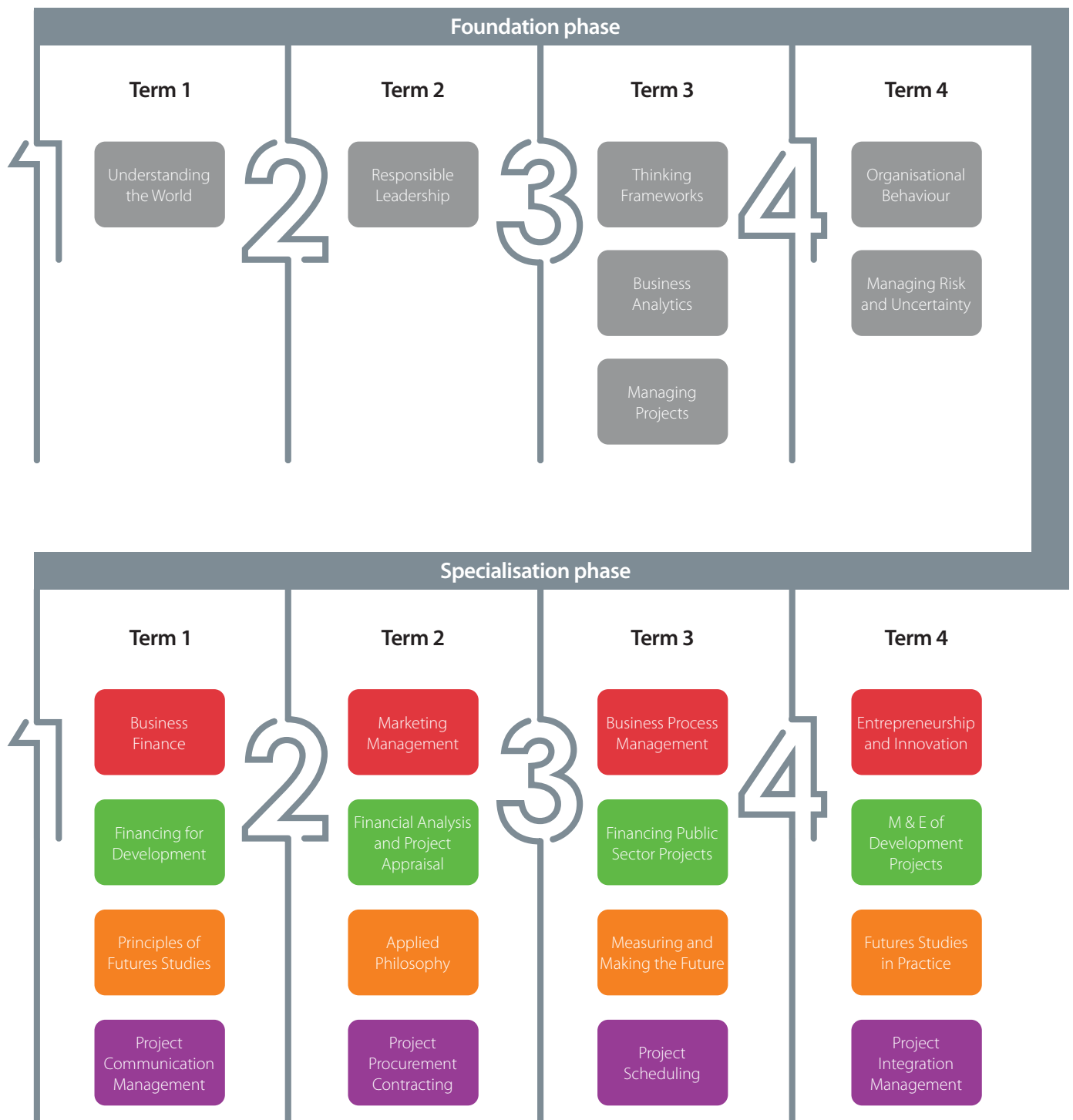
In future, it is envisaged students will even be able to attend some of their modules at foreign business schools of repute. The redesigned modules all have the “same size” (i.e. they are all 15 credits each), which means they can be exchanged for similar-sized modules at another school. Consult our website for future announcements in this regard.

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Deploying learning technologies is the easy part of offering blended learning classes. Getting faculty, support staff and students to use the technology to create immersive virtual experiences is the real challenge. USB faculty are experts in technology-mediated learning, and will continue to learn from global best practice and apply it in our student interactions.”

– Tasneem Motala, Head: PGDip in Business Management and Administration,
and Senior Lecturer in Operations Management

An overview of the redesigned PGDips



First get your foundation; then specialise

USB's redesigned PGDips	
Shared foundation phase	Programme-specific specialisation phase
First 50% of your academic journey consists of general modules and electives.	Last 50% of your academic journey consists of programme-specific modules.

The **modules in the foundation phase** focus on responsible leadership, understanding the local and global ecosystems in which we operate, thinking frameworks for better decision making, and more. The knowledge and skills imparted by these modules can be applied in any industry.

The **modules in the specialisation phase** are programme-specific. They will deepen your understanding and broaden your skills in the field you have chosen – Business Management and Administration, Development Finance, Futures Studies, or Project Management.

“

The management education landscape is in permanent transition. Different learning journeys are as important as the relevance and quality of learning. With the redesigned portfolio of PGDips, we practise what we preach in agility. It is an attractive portfolio of skills assembled in an agile manner, allowing students to design their learning journeys.”

– Prof Martin Butler, Head: Teaching and Learning,
and Associate Professor in Digital Enterprise Management

PGDip in Business Management and Administration (PGDip BMA)

You would need to do 4 foundation phase modules for this programme:

- Term 1: Understanding the World
- Term 2: Responsible Leadership
- Term 3: Thinking Frameworks **OR** Business Analytics **OR** Managing of Projects
- Term 4: Organisational Behaviour **OR** Managing Risk and Uncertainty

Next, you need to do the 4 specialisation phase modules:

- Term 1: Business Finance
- Term 2: Marketing Management
- Term 3: Business Process Management
- Term 4: Entrepreneurship and Innovation

Rules of progression: Passed at a certain level, this PGDip can give you access to these programmes at USB:

- MBA
- MPhil in Development Finance
- MPhil in Management Coaching



PGDip in Development Finance (PGDip Dev Fin)

You would need to do these 4 foundation phase modules for this programme:

- Term 1: Understanding the World
- Term 2: Responsible Leadership
- Term 3: Managing of Projects
- Term 4: Managing Risk and Uncertainty

Next, you need to do the 4 specialisation phase modules:

- Term 1: Financing for Development
- Term 2: Financial Analysis and Project Appraisal
- Term 3: Financing Public Sector Projects
- Term 4: M&E of Development Projects

Rules of progression: Passed at a certain level, this PGDip can give you access to these programmes at USB:

- MPhil in Development Finance
- MBA (generalist and Project Management)
- MPhil in Management Coaching



PGDip in Futures Studies (PGDip Futures)

You need to do 4 foundation phase modules for this programme:

- Term 1: Understanding the World
- Term 2: Responsible Leadership
- Term 3: Thinking Frameworks
- Term 4: Organisational Behaviour **OR** Managing Risk and Uncertainty

Next, you need to do the 4 specialisation phase modules:

- Term 1: Principles of Futures Studies
- Term 2: Applied Philosophy
- Term 3: Measuring and Making the Future
- Term 4: Futures Studies in Practice

Rules of progression: Passed at a certain level, this PGDip can give you access to these programmes:

- MPhil in Futures Studies
- MBA
- MPhil in Management Coaching



PGDip in Project Management (PGDip Project)

You would need to do 4 foundation phase modules for this programme:

- Term 1: Understanding the World
- Term 2: Responsible Leadership
- Term 3: Managing Projects
- Term 4: Organisational Behaviour **OR** Managing Risk and Uncertainty

Next, you need to do the 4 specialisation phase modules:

- Term 1: Project Communication Management
- Term 2: Project Procurement Contracting
- Term 3: Project Scheduling
- Term 4: Project Integration Management

Rules of progression: Passed at a certain level, this PGDip can give you access to these programmes:

- MBA (generalist and 3 streams)
- MPhil in Development Finance
- MPhil in Management Coaching

More about the foundation phase modules

The knowledge and skills embodied in the foundation phase modules will help you become a leader, manager, specialist and/or entrepreneur in any field of work, anywhere in the world.

Understanding the World

15 credits

Broaden your understanding of international, African and South African economic and political trends, as well as trends in the social and technology environment. You will also explore the nexus between these environments and their impact on the biosphere.

Responsible Leadership

15 credits

Learn how to identify, analyse and apply concepts of responsibility, responsible leadership, responsible behaviour and behavioural responsibility, values and ethics, stakeholder theory, systems theory, sustainability, and change and innovation.

Thinking Frameworks

15 credits

Become familiar with systems thinking and philosophy, examine VUCA (volatile, uncertain, complex and ambiguous) concepts, analyse and assess mental models, and explore different types of systems thinking methods, such as design thinking and game thinking.

Business Analytics

15 credits

Analyse data from different sources and find out how the analysis can support informed decision making from a manager's perspective. You will also come into contact with the latest technological developments in data analysis – such as Machine Learning and Big Data.

Managing Projects

15 credits

Project management is universally accepted as a scarce skill. This module orientates you to project management and project planning, and also covers organising for project management, formulating the scope of a project, understanding time management for projects with non-repetitive elements, and managing costs.

Organisational Behaviour

15 credits

Evaluate human behaviour, motivation and work performance, teamwork, employment relations, organisational change, organisational culture and organisation structure, and design principles to benefit your business or organisation.

Managing Risk and Uncertainty

15 credits

Evaluate concepts of risk, risk management and the management of uncertainty in order to gain an appreciation of critically important topics for a sustainable future. The frameworks covered include ESG frameworks, the RIMS risk maturity model, reporting initiatives such as the Global Reporting Initiative, as well as frameworks and initiatives from financial sector governance institutions.

What can a PGDip do for your career?

Each of our PGDips offer current skills that ensure you remain relevant and equipped in the most uncertain circumstances.



PGDip in Business Management and Administration

Understand the functional areas of business management to start your own business or prepare for a managerial position.



PGDip in Development Finance:

Help Africa grow through leveraging the right resources.




PGDip in Futures Studies:

Gain foresight skills to set strategies, make long-range decisions, mitigate risk and sense opportunities.




PGDip in Project Management:

Acquire and develop scarce skills as you gain expert understanding of the business management of projects.



PGDip in Leadership Development:

Grow your leadership skills to lead responsibly on the levels of Me, We, Work and World.



PGDip in Financial Planning:

Establish yourself as an expert financial planner.

Gain access to a Master's degree

USB's PGDips are offered on NQF level 8, which is the equivalent of an honours degree. A PGDip can give you access to an MBA or MPhil degree. If you successfully complete your PGDip, you can apply for access to a Master's degree. If you obtain an overall average of 65% on your PGDip, you will automatically be admitted to the corresponding USB Master's degree without having to go through the programme selection process.

#KeepLearning about our new PGDips

You will find more information about USB's redesigned postgraduate diplomas on our website at www.usb.ac.za/redesignedpgdips and at www.usb.ac.za/academic-programmes/.

#KeepLearning – your future depends on this



+27 (0)21 918 4246



usbcom@usb.ac.za



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



University of Stellenbosch Business School

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www.usb.ac.za