

The advantages of partnering with the University of Stellenbosch Business School

Leverage research and innovation

Become part of a learning community

Co-create social impact



Partner with a
globally recognised
business school



Create mutual benefit

The University of Stellenbosch Business School was the first business school from an African university to receive the three major international accreditations: AACSB, EQUIS and AMBA. The Triple Crown of accreditations is held by just over 1% of business schools in the world. The business school aspires to be a source of value for a better world, and we believe responsible leadership can help to bring this about. That is why responsible leadership development is a key differentiator of our programmes – from our postgraduate diplomas and MPhil programmes to our MBA.

Our experience is that collaborative relationships between the business school, and private and public sector actors create mutual benefit. The robust research undertaken by the school can lead to enhanced decision-making and problem-solving by partners in practice, while funding from partners can help us to increase our research efforts and strengthen our social impact.

Collaboration takes various forms – from working together on standalone projects to long-term engagements.



Tap into our areas of expertise

Our areas of expertise include business management, development finance, futures studies, management coaching, leadership development, project management and financial planning. All our academic programmes – as well as our research, consulting services and social impact programme – benefit from these areas of expertise. For our clients, this translates into a global perspective with unique African contextualisation in terms of the following:



Leadership development, which includes responsible and strategic leadership, ethics and corporate governance



Finance, which includes development finance, emerging-country economics, and financial planning



Futures studies, which is essential for strategic planners, consultants and decision makers such as CEOs to make long-range decisions, mitigate risks and sense opportunities



Coaching, which supports performance enhancement, relationship building and cultural transformation



Strategic management, which includes strategy setting, contemporary decision making, operations management, sustainable development and marketing management

Find out more about our academic programmes



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Women in business, which includes a wealth of knowledge on what is helping and hindering South African women in business



Collaboration and conflict resolution, which includes interest-based negotiation and a range of other approaches to creating value and managing differences between businesses and their stakeholders



Social impact, which includes engagement and academic development opportunities for organisations and leaders in the social sector

Our academic programmes are designed for life-long learning, and our curricula change in response to global, political, technological, economic and social shifts. For example, we now offer a generalist MBA as well as three MBA streams, namely in health care leadership, project management, and the management of international organisations. Feeding into our MBA and MPhil programmes are a range of redesigned postgraduate diplomas which makes it easy to study while working full-time. The business school's modern facilities, which include state-of-the-art ICT infrastructure and interactive classrooms, are also available to our business partners. Our hill-top campus is in the northern area of Cape Town.

Why engage with us?



Gain access to research and innovation

Leverage the business school's research capacity to cost-effectively extend your research capabilities. This includes contract research by our faculty members, and joint research by our academics, postgraduate students and/or experts from your organisation. Our research will give you access to the knowledge and innovation you require for new-generation solutions and a competitive advantage. It will also help your organisation to avoid 'inside-out' thinking and to accelerate the implementation of projects.

We welcome suggestions from industry on potential topics for the research assignments of our MBA and MPhil students, and for PhD research. These topics may include challenges that your organisation is grappling with. Our clients decide on the confidentiality levels of the research outcomes.



Co-create social impact solutions with us

Work with a business school that understands its role in society. Our social impact is embedded in our vision, which is to be a source of value for a better world and to be globally recognised for this. We work with various local, African and global stakeholders in this regard.



Gain access to top talent at the business school

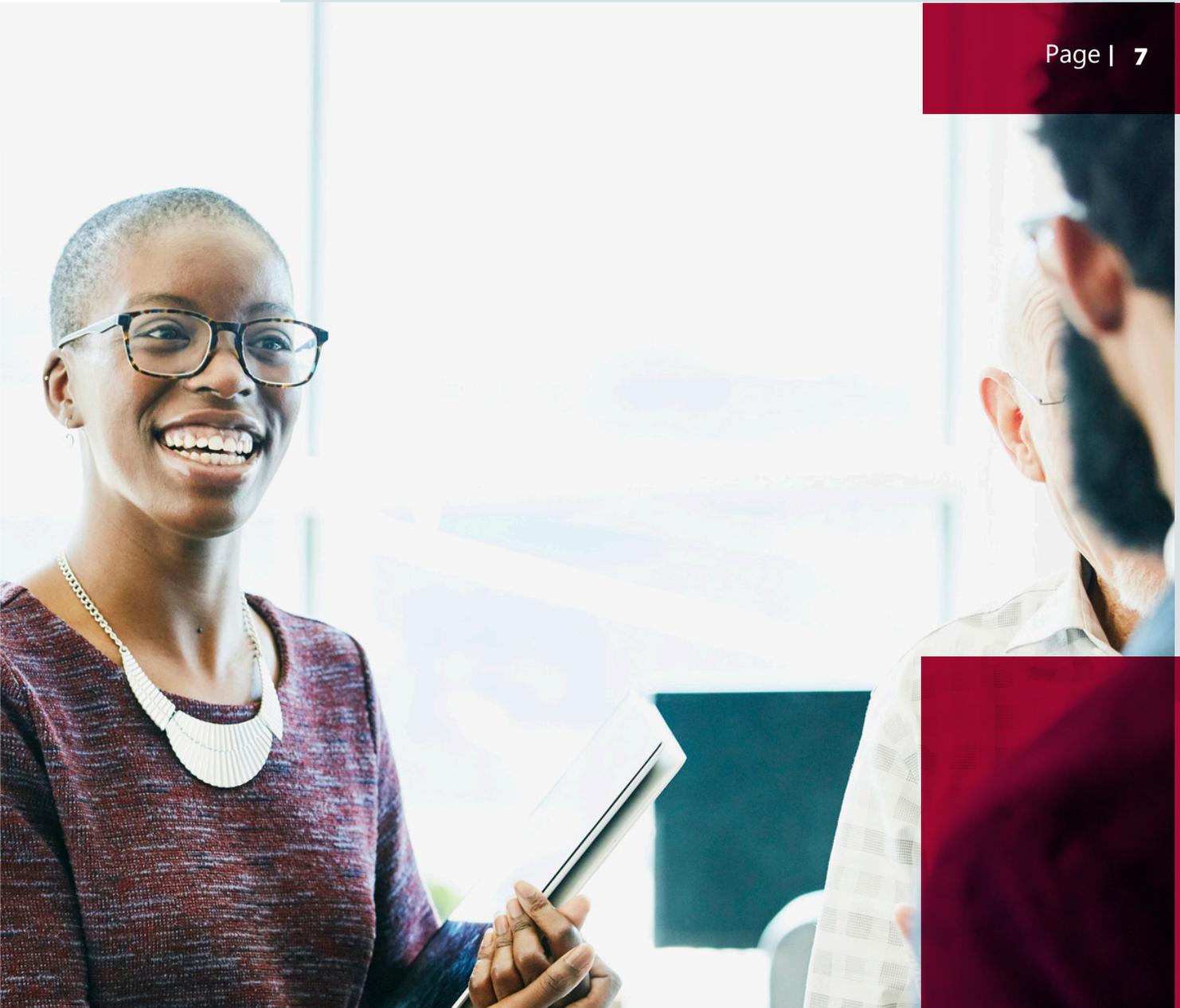
Access a pipeline of graduates that may consider jobs at your organisation. You can do this by participating in career fairs at the school and posting vacancies on our online job portal, which reaches all our students (including PhD students) and alumni. Employers are invited to platforms such as our Research Meets Industry event where top research is presented to showcase the work done by our students.



Become part of a learning community

We offer engagement opportunities designed to share business management and leadership know-how with a wider audience. This includes speaker events, panel discussions, master classes and conferences. These events offer your organisation access to the latest thinking on topics that are relevant now. There are opportunities to speak at such events, and to engage with postgraduate students, faculty and other partners in order to share knowledge and build relationships. We highlight two such engagement platforms:





Project management expertise through our connection with PMI:

The world moves forward through projects, yet project management remains a scarce skill. The business school is associated with the globally recognised Project Management Institute (PMI) and extends this benefit to corporates partnering with us, and to students on our PGDip in Project Management and MBA stream in Project Management.

USB Consulting Club:

This student-driven club serves as a platform that connects the school's networks of alumni, faculty and businesses with the consulting industry. This puts skilled problem solvers in touch with value creators for the benefit of businesses in Africa. It also helps postgraduate students to obtain practical experience in consulting, and mentorship and guidance from industry experts. Corporate partners can provide topics for group or individual assignments, as well as research, giving you access to research by postgraduate students at a cost that is far less than regular fees for commissioned research. The club also welcomes guest speakers from the industry.

How do we benefit from partnering with you?

It gives us access to industry expertise

We want to be a partner of choice for organisations from the private, public and non-profit sectors. This helps us to deliver on various aspects of our strategy and to enhance our reputation as a leading research institution and as school of choice for prospective students.

Collaborating with organisations provides us with valuable input on changing expectations from the world of work. We gain insight on what diverse stakeholders expect and need from us and our graduates. It also gives us access to industry experience, which can be incorporated into South African and African case studies. In addition, we need industry experts to co-mentor our students. This helps to ensure the relevance and sustainability of our academic programmes.

It is important for research

The research we undertake in collaboration with organisations ensures relevance and helps to generate new knowledge. Partnerships are also an important source of funding for research. This includes funding for research chairs, often in a field that holds particular value for the funding organisation. Naming rights can be given to the funders of research chairs and research projects.

It helps us to create a learning community

We invite industry experts to engagement events such as the Leader's Angle speaker events and the annual Kgalema Motlanthe Foundation Leadership Lecture. The Round Tables are engagement events with senior practitioners from the private and public sectors to discuss our curricula as well as the 'best' way to deliver management education. Executives provide input on

their needs and expectations, as well as feedback on how they evaluate our graduates' performance in the workplace. Round Table events have been hosted in Cape Town, Lagos, Accra, Nairobi and Windhoek. We also invite leaders from the local and international business community to serve on our Advisory Board.

It creates value for our students

We use industry experts as speakers in our classes and arrange company visits (physical or virtual) to expose our students to real-world experience. Opportunities include access to internships, networks and consulting work. This allows our students to gain unique insight into industry challenges and gain exposure to their management models.

We depend on financial support from the business sector, which includes alumni, to fund bursaries for students and sponsorships for masterclasses, conferences, speaker events and student competitions. Every year, corporates sponsor the prizes for the top-performing students at the business school's Top Achievers Event. Representatives from these companies are invited to this prestige event to hand over the prizes to the graduates.

It helps us to strengthen our impact in society

We depend on partnerships to fund our social impact programme. This includes our successful Small Business Academy, which provides a nine-month course to small business owners from low-income communities.

Leverage our
research capacity

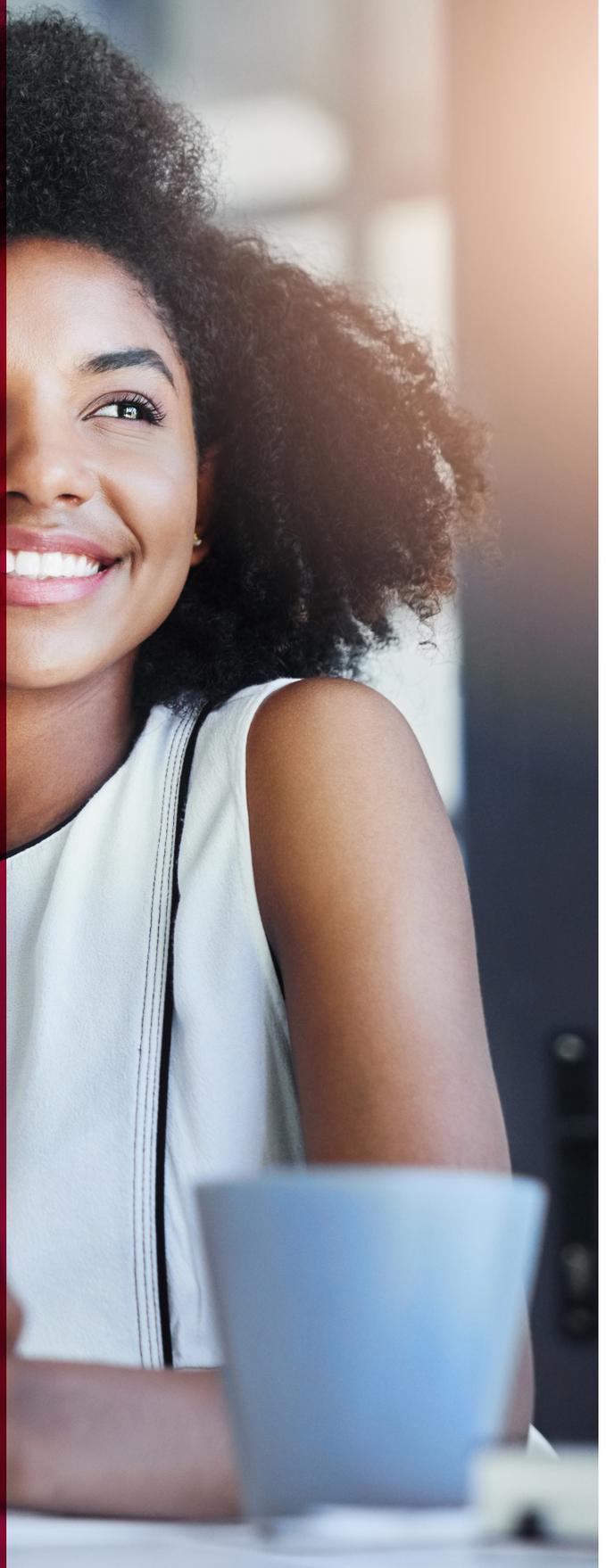
Top-rated
researchers

4

research centres

Transdisciplinary
expertise

Competitive
fees



Commissioned research: Let us partner with you on your research

Use our research expertise to gain a competitive advantage

The business school is ideally positioned for collaborative research partnerships. Our capacity for commissioned research is underpinned by our top-rated researchers, our four research centres and other research-oriented units, and by our postdoctoral research fellows. We also leverage transdisciplinary expertise across the Stellenbosch University ecosystem.

We invite all our stakeholders to partner with us in developing research to address opportunities and challenges that really matter to you. Together we can configure an optimum team of experts, able to deliver rigorous research design and clear insights. Our research fees are market-competitive, and all research is governed by contractual arrangements that regulate the rights and responsibilities of the parties.

We can work with you in a number of ways:

- **Commissioned research:** If you have identified research that is important for you and you do not have all the expertise or sufficient resources to commit to it, commission us to conduct the research for you.
- **Joint research:** We can also complement your expertise to deliver strategic research outputs.
- **Collaborative research:** This is where the business school, your organisation and other critical stakeholders work together to solve a business problem through research.

Recent examples of research collaboration include:

The Future of the Western Cape's Agriculture in the Context of the Fourth Industrial Revolution, a collaboration between the Western Cape Department of Agriculture and the business school.

A Seat at the Table: Capacities and limitations of Private Sector Peacebuilding, a report that presents the findings of a project undertaken by the business school's **Africa Centre for Dispute Settlement**, CDA Collaborative Learning, and Peace Research Institute Oslo (PRIO).

Global Entrepreneurship Monitor South Africa (GEM SA) at the business school. The GEM has become one of the world's most trusted resources on entrepreneurship insight. The GEM SA's 2019/2020 report was our inaugural GEM publication. Investing in the GEM SA research, managed and delivered through us, is an opportunity to directly contribute to entrepreneurship development in South Africa. Also read: *How startups can drive growth in a disrupted world*.

Through the **Institute for Futures Research**, we have collaborated on research for, among others, the education, retail, property, printing and higher education sectors.

For more information on collaboration, commissioned research and consulting services, contact Prof Marius Ungerer:



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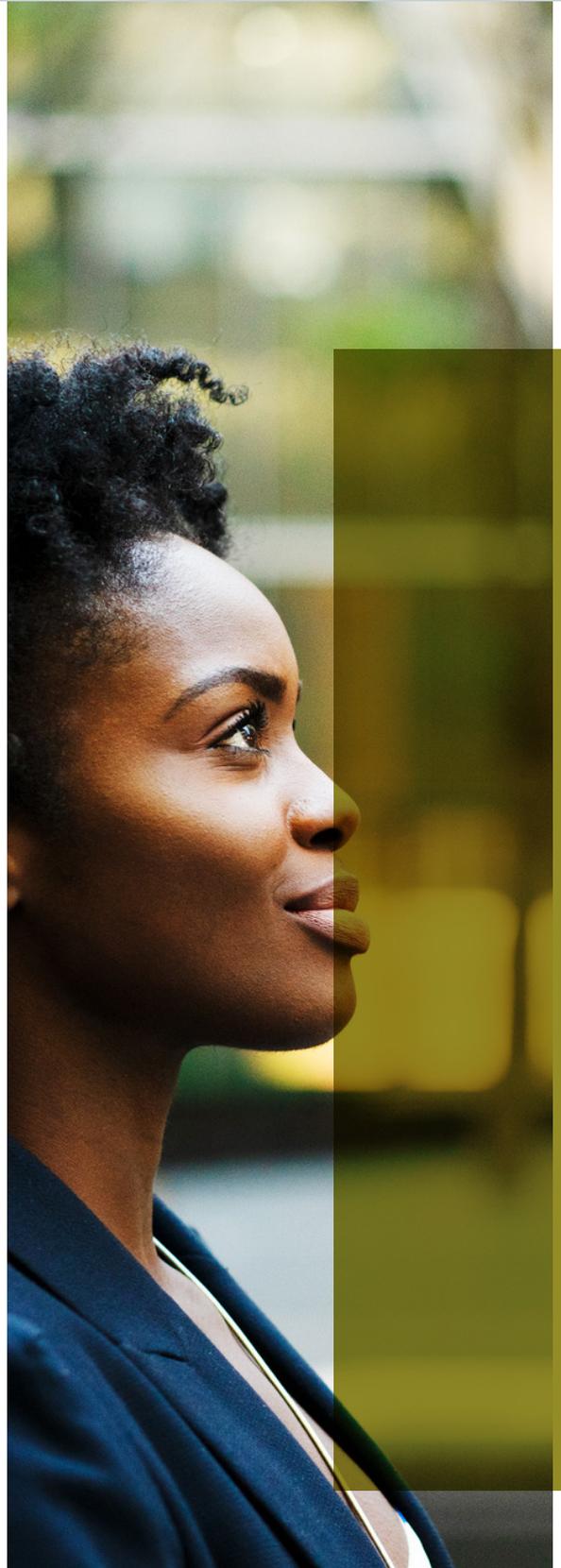
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www.usb.ac.za/research-centres/

Our research centres

We are part of Stellenbosch University, the top research university in Africa, and we steer our research agenda to inform business and the content of our curricula.



The Africa Centre for Dispute Settlement

This interdisciplinary centre collaborates with business, government, labour, civil society, local communities, international organisations, and other actors to reduce the costs associated with conflict and increase opportunities for collaboration. The ACDS operates under the patronage of Archbishop Emeritus Desmond Tutu.

- **Collaborative inquiry:** ACDS facilitates customised, research-supported roundtables for parties working in conflict contexts. These can build bridges between companies and communities, unions and management, or others with opposed perspectives through joint definition of questions; participation in data collection; and engagement together with experienced practitioners, parties in analogous situations, and experts from diverse perspectives to analyse data, challenge assumptions, uncover new perspectives, and develop actionable insights.
- **Business & Conflict Barometer:** ACDS leads an international consortium at the frontiers of data science and conflict analysis. The barometer allows researchers and practitioners to “listen in” on an array of geospatial, event, socio-economic and textual data in order to determine whether, how, and why conflict levels are rising or falling. Custom inquiries can be developed to meet partner needs.
- **Action research:** The centre’s scholarly and practitioner networks, expertise in conflict dynamics, and conflict sensitivity allow it to carry out research with and for parties working in complex and conflict-prone environments. This may include the mapping of conflict dynamics; business and human rights impact assessments in conflict contexts; the assessment of conflict risk mitigation plans and efforts; and the monitoring and evaluation of programme impact in complex environments.
- **Capacity building:** ACDS provides training in dialogue, negotiation, mediation, conflict risk management, and related dispute resolution fields. Courses can be academically certified as appropriate.

For more information on services related to conflict analysis, risk assessment, or conflict resolution and transformation, contact Prof Brian Ganson:



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The Africa Centre for Development Finance

This centre conducts policy-orientated research in all fields of development finance and capacity building in Africa. The centre's research also feeds into the business school's internationally accredited cluster of Development Finance programmes to produce the next generation of researchers and policy makers in development finance in Africa. The research and other outputs of the centre are driven by:

- **Discovering, facilitating and disseminating knowledge:** This knowledge must contribute to integrated, inclusive and sustainable financial development solutions in Africa's emerging, developing and transitional economies.
- **Conducting applied research to improve policy implementation:** This policy implementation must be beneficial to development finance in the African context.
- **Undertaking joint research:** Joint research is undertaken with foremost African capacity-building and developmental institutions.

For more information on consulting and research services in the fields of development finance, policy implementation and capacity building in Africa, contact Dr Elizabeth Nanziri:



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The Centre for Responsible Leadership Studies (Africa)

The centre is rooted in Africa, with a service offering that has practical relevance and stature in both African and global contexts.

Based on research, it is leadership that makes a difference in organisational performance. Responsible leadership is acknowledged as the prime driver of a culture of high performance. The qualifying term “responsible” attached to “leadership” describes a generic quality of all leadership forms and styles, and does not refer to a specific kind of leadership. Hence, it is inclusive of all leadership styles. It refers to the leadership and management of oneself, others, organisations and institutions, and their interactions with one another and with society. This is done in a way that responds to all stakeholders’ concerns, and does so in a morally accountable manner.

This centre promotes knowledge of responsible leadership in order to enhance leadership for sustainable organisational and institutional effectiveness, especially in Africa. This includes:

- Generating knowledge in the field of leadership, especially leadership responsibility
- Developing and delivering need-specific leadership offerings
- Developing responsible leaders and responsible leadership
- Expanding networks and disseminating knowledge about responsible leadership.

For more information on consulting and contract research services in the field of leadership for sustainable organisational and institutional effectiveness, contact Prof Mias de Klerk:



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The Institute for Futures Research

The primary objective of this institute is to help the leaders of Africa develop innovative, long-range decision-making competencies for competitive risk mitigation and opportunity sensing. As futures thinking is inextricably linked to strategic planning and strategic management, it can assist to illuminate the ways in which policy, strategies and actions can promote desirable futures, while helping to prevent those futures considered undesirable. The IFR is the only futures institute of its kind on the African continent. The institute's services include:

- **Futures research:** The IFR's research focuses on futures methodologies with a long-term application. Recent research topics include the futures of work in South Africa, basic education and the retail sector.
- **Subscription services focusing on South African futures and African futures:** One of the core objectives of the IFR is to assist senior leaders to make better decisions

by anticipating risk earlier and by sensing opportunities in good time. Our subscription services therefore strive to deliver the most recent thinking and foresight on the possible and plausible future(s) of respectively South Africa and the African continent.

- **Talks and training:** We can help you acquire a futures thinking mindset by showing you how to use futures thinking tools and scenario planning, how to scan your environment, and how to engender strategic foresight through facilitated sessions, workshops and courses.
- **Futures thinking partner services:** We partner with organisations to foster strategic foresight through services such as Think Days and Scenario Planning Sessions.

For more information on consulting, training and contract research services in the field of futures studies, strategic thinking and contextual industry scans of plausible futures for your organisation, contact Doris Viljoen:



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www.usb.ac.za/research-centres/

USB Management Review – new knowledge made accessible

This online publication features narrative articles extracted from the research undertaken at USB, aimed at making our research more accessible. This includes articles and videos based on journal articles, research assignments, PhD theses and reports. The topics cover Leadership, Finance, Futures Studies, Coaching and Strategic Management. See www.usb.ac.za/managementreview/

Co-create social impact

It's about social responsibility

Business schools can no longer advocate for shareholder value and profit maximisation over responsible corporate management in the context of corruption, conflict, uncertainty, inequality and climate change. The business school has always endorsed the importance of responsible business and management education. We also ensure ethics, responsibility and sustainability (ERS) integration in our academic life, institutional practices and stakeholder interactions.

There is also a strong stakeholder emphasis in the way we operationalise our social impact. The following stakeholder outcomes define and guide our work in this regard:

Our students are responsible leaders and stewards of society

Our social sector beneficiaries create outstanding public value

Our research and thought leadership impact public opinion and policy formulation

Our stakeholders co-create social impact solutions.

How to become involved in our social impact projects

Organisations and individuals are invited to become part of our social impact programme in the following ways:

- **Via our MBA students:** Through the Social Engagement Project, every student does an assignment involving an NPO. If you are involved in a non-profit organisation in need of input regarding business management and leadership through the research assignments of MBA students, please talk to us.
- **Via our Social Impact Division:** We are involved in various projects aimed at thought leadership, capacity building and practical engagement.
- **Via the business school's Alumni Platform:** Organisations can help to fund student bursaries, and industry experts can help to mentor students and share industry knowledge.
- **Via our Small Business Academy:** Corporates provide sponsorships for the SBA's Development Programme, and help to mentor SBA participants.

For more information on how to become part of the business school's value-creation story and social impact programme with its various projects, contact Dr Armand Bam, Head of Social Impact:



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www.usb.ac.za/social-impact-page/

Small Business Academy

Through its Small Business Academy (SBA) – launched in 2012 – the business school gives life to its vision of having a meaningful impact in society. The main aim of the SBA is to make a difference to the lives and businesses of small-business owners in low-income communities. The activities of the SBA are made possible through private and public sector partnerships/sponsorships. Representatives of stakeholder groups sit on the SBA Steering Committee, the governing body of the SBA. The SBA's activities include:

- **Small Business Academy Development Programme:** This nine-month programme helps small-business owners to grow their businesses. The programme is presented in the Western Cape and Eastern Cape. A key feature of the programme is the mentorship component made possible by pro bono one-on-one mentorship by alumni of the school.
- **SBA Growth Initiative:** Continuous development opportunities are offered to SBA alumni and pre-programme start-up businesses in the form of workshops, masterclasses, advanced training, mentorship sessions and networking events.
- **Student engagement:** Business school students and visiting international students assist SBA small-business owners with various aspects of their businesses. This forms part the business school students' academic programmes.
- **SBA Research Unit:** Research is done on the impact of the SBA programme, small-business mentorship, and small-business development in Southern Africa.

**For more information on how to become involved with the SBA,
contact Dr Armand Bam:**



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www.usb.ac.za/small-business-academy/

Other ways to engage with us

Sponsor a research chair

The sponsorship of research chairs allows the business school to appoint professors to expand South African business knowledge in specialist fields. Research chairs are the hallmark of academic research in a niche area and enhance an academic institution's ability to provide evidence-based insight towards improved business practice. By sponsoring a research chair, organisations enable South Africa to take its rightful place in global knowledge generation, bringing the voice of African business to the world stage.

The school has a self-funded research chair devoted to the study of Women at Work. We have also identified the need for research chairs in financial planning and the digital transformation of business. Naming rights for these research chairs are possible.

Sponsor student bursaries

We have a particular need for the funding of bursaries, specifically for deserving black females. Naming rights for such bursaries can be considered. Such sponsorships hold tax benefits for organisations. Organisations can also achieve Black Economic Empowerment (BEE) points by sponsoring previously disadvantaged students, and create a bond with those students as future employees.

For more information on the funding of research chairs, contact Owen Mbundu, Head of Marketing:



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Owen.Mbundu@usb.ac.za

For more information on the Women at Work Research Chair, contact Prof Anita Bosch:



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For more information on the funding of student bursaries, contact Prof Martin Butler, Head: Teaching and Learning



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martin.butler@usb.ac.za

Use Executive Education short courses to develop your employees

In 2001, the business school developed a partnership with the private sector to create the executive development company USB Executive Development (Pty) Ltd. Focusing on the development of managers and leaders in business, civil society and the public sector, USB-ED offers Stellenbosch University-certified, internationally benchmarked short courses for individuals and companies. Courses can be co-created together with companies in order to provide their staff with bespoke development solutions. USB-ED offers four programme delivery modes:

- **Face-to-face learning:** From 2021 onwards, adhering to Covid-19 protocols
- **Remote learning:** Live, synchronous learning via the Zoom and MS Teams video-conferencing platforms
- **Blended learning:** Combining face-to-face learning with remote learning
- **Online learning:** Pre-recorded, asynchronous learning

USB-ED is an authentically African institution with an extensive footprint in 14 African countries as well as access to a diverse pool of local and international faculty and subject matter experts.

For more information on individual and company-specific short course solutions, contact Kerry Smallie:



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www.usb-ed.com

Employer engagement with our International Affairs Office

Our International Affairs Office annually hosts international business school partners and organisations for customised academic programmes. Companies and entrepreneurs have an opportunity to host these incoming Executive MBA and MBA students for company visits. This provides an opportunity to share best business practice and challenges. Furthermore, these Executive MBA and MBA students work on consulting projects for companies and entrepreneurs, and will provide solutions to business challenges.

Employer engagement with our Career Leadership Office

We help students, alumni and staff actively lead themselves and their careers to make their best contribution, and we believe in creating reciprocal and sustainable partnerships with our students, alumni, and employer partners. Our efforts are focused on personal and professional development to prepare graduates to take advantage of career advancement opportunities that come their way.

Potential employers and industry professionals are encouraged to connect with our students and alumni through a variety of engagement opportunities:

- **Employer presentations and learning events:** These events are available to potential employers who wish to advertise career opportunities and meet our talent. Career development professionals and business experts may also be invited to present on areas of interest.
- **Recruitment drives and job vacancy advertising:** Organisations can create recruiter profiles on our portal to post career opportunities to students and alumni. When suitable, candidates are made aware of career opportunities via email alerts, social media posts, and learning platform announcements.
- **Screening graduate CVs:** Candidates who are available for employment will make their CVs visible on the portal. These CVs are then available to recruiters for viewing and contacting candidates.

Organisations and recruiters looking to hire should schedule a meeting with USB's Career Leadership Office. The campus offers facilities for virtual and physical interviews. Career development service providers who would like to partner with the business school can send their proposals to careers@usb.ac.za.

For more information on the services of our International Affairs Office, contact **Samantha Walbrugh-Parsadh, Head of International Affairs**



+27 (0)21 918 4200



sw2@usb.ac.za



www.usb.ac.za/usb-international/

Recruiters or companies interested in partnering for career opportunities should contact the **Career Leadership Office:**



careers@usb.ac.za



leadyourcareer.usb.ac.za/

Janine Truter,
Manager: Career Leadership Services



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Danielle Radloff, Administrative Officer:
Career Leadership Services



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Engagement via the alumni platform

We are proud of our alumni who form part of a global network of more than 30 000 people.

Our alumni, and through them their organisations, support the business school by mentoring students, providing financial assistance, giving guest lectures, hosting student groups and supporting the Small Business Academy. To enable continuous learning, the Alumni Association partners with stakeholders to share academic and industry expertise through masterclasses, workshops, academic programmes, speaker events and other knowledge-sharing events focused on management and leadership skills, insight and foresight.

Partnerships strengthen our academic-industry collaboration. Partnerships also build the reputation of the business school as preferred academic partner, showing the impact that alumni are making in business and society. Partnership agreements that support career growth and business networking opportunities for alumni include the South African Business Council UAE and the Cape Chamber of Commerce & Industry, and collaborations with the Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA) and the Ghana Executive Women's Network.

Giving back to the business school

- **Mentoring:** Alumni help to build the next generation of business leaders by mentoring business school students and Small Business Academy participants. Mentors and students are matched based on the mentors' areas of expertise and the students' research interests and career aspirations. Alumni who have participated in the mentorship programme have all provided positive feedback about their involvement.
- **Financial assistance:** This includes alumni projects such as Help Women Get a Business Education and the Small Business Academy.
- **Giving students access to real-world experience:** We regularly invite alumni to share their industry expertise with students through guest lectures. Alumni, through their organisations, also host local and international students groups seeking insight into South African innovations and fields of expertise.
- **Funding research and introducing research topics:** If you need to solve a business problem through research in your organisation, this could be given as a research topic to MBA, MPhil or PhD students. You can also commission research through one of our research centres or fund a research chair.

If you, as an alumnus, would like to mentor students, fund research or alumni projects, introduce research topics, and/or make yourself available to guest-lecture or host student groups, the Alumni Office would like to hear from you.

The Alumni Office:



USBAlumni@usb.ac.za



www.usb.ac.za/usb-alumni

Christ lle Cronj , Manager: Alumni and Stakeholder Relations



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Lizelle Kannemeyer, Alumni and Stakeholder Relations Officer



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Connect with the business school's Alumni Network

USBConnect: <https://usbalumni.com/>

Engage with us

We invite you to come and talk to us about collaboration – including contract research and industry scans to give your company a competitive advantage. We also invite you to support our well-established social impact programme. Together, we can become a source of value for a better world.



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University of Stellenbosch Business School

Responsible leaders. We shape them.

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