



2009

AFRICAN LEADERSHIP PROGRAMME

BUILDING AFRICAN COMPETITIVENESS

1 – 13 November 2009



WELCOME

From **Dr Reuel Khoza**

Chairman: NEPAD Business Foundation

“Developing a critical mass of African leadership capability is the best investment for laying foundations for accelerating economic development in the sub-Saharan region and beyond.

The NBF’s stated intent is to help tackle Africa’s leadership challenges in the private and public sectors and in civil society on a pan-African basis.

The African Leadership Programme is a key vehicle to fast-track this process.

Combining our strengths with GIBS, the leading provider of Executive Education in South Africa, will ensure that we make significant progress towards achieving our objective, within a realistic period of time.”



From **Professor Nick Binedell**

Director: Gordon Institute of Business Science (GIBS)

“The African Leadership Programme is aimed at exposing high potential leaders, senior executives and managers to local and pan-African best practice, with a focus on developing economies across both the private and public sectors.

Rapidly increasing competition and challenging business environments are just a few of the issues facing African business. Present and future business leaders require skills of a depth and breadth that cannot be achieved through work experience alone. We believe that the African Leadership Programme will be instrumental in effectively addressing this need.”



INTRODUCTION



The African Leadership Programme (ALP) is offered as a joint venture between GIBS and the NEPAD Business Foundation (NBF). It focuses explicitly on the challenges facing organisational leaders from both the private and public sectors in developing countries – particularly Africa – and addresses key aspects of the success of national economies and organisations. The programme helps senior-level managers and high potential leaders to understand what both business and government need to do to make the institutions of the market work successfully and what steps South African and African economies need to take in order to become globally competitive.

It is becoming increasingly clear that neither government nor the private sector can drive development on its own. Case studies of successful countries and organisations from around the world provide insight into the contribution each sector needs to make to ensure the success of the economy.

The curriculum addresses three levels:

- Macroeconomic drivers of growth and competitiveness
- Firm-level sources of success
- Roles which leaders and leadership play and the skills required in creating effective organisations and economies.

ABOUT THE GORDON INSTITUTE OF BUSINESS SCIENCE (GIBS)

The University of Pretoria's Gordon Institute of Business Science (GIBS) is an internationally accredited business school based in Johannesburg, South Africa's economic hub.

GIBS has rapidly grown to one of South Africa's leading business schools since it was established in 2000. In May 2009, GIBS was again ranked as one of the top business schools globally by the prestigious UK *Financial Times*, the only African business school to be placed in the top 45 business schools worldwide for executive education programmes. This is the sixth year running that GIBS has achieved this accolade.

As 'the business school for business', GIBS is passionate about providing world-class business education that is relevant to the times we live in. With more than 80 South African and global companies investing in the development of their leaders through GIBS, we are committed to building the competence of managers and leaders through the provision of knowledge, skills and qualities that improve performance.

ABOUT THE NEPAD BUSINESS FOUNDATION (NBF)

The NBF's stated intent is to help tackle Africa's leadership challenges in the private and public sectors and in civil society on a pan-African basis. To support this objective, the ALP strives to

- combine world-class academic and practical business inputs with a strong focus on African issues
- include a strong practical, experiential component that will enable delegates to implement what they have learned in their work, home and community environments
- equip delegates with the skills and knowledge to develop a clear vision of their enhanced leadership capabilities and ways in which they can contribute to their business environment and communities.



PROGRAMME OBJECTIVES

Through exposure to leading-edge research and dynamic interaction with international experts and academics, the programme helps participants to

- understand the global business environment and Africa's role in the global economy
- formulate new perspectives on governance, leadership and organisational effectiveness
- strengthen their ability to create sustainable growth and development within their organisations and communities
- enhance their capacity to inspire, motivate and manage change
- build a powerful network of contacts in business and the public sector for ongoing communication and support across Africa
- maximise their response to business opportunities in Africa and abroad.

The African Leadership Programme takes an integrated approach to addressing the critical, complex relationships among governments, markets and firms. The in-depth curriculum draws from GIBS' experience with case-based teaching, lectures, panel sessions and group work. The case studies are developed specifically to enable participants to draw valuable lessons from Africa's own development experiences and the experiences of developing countries around the world.

Access to networks

GIBS is closely aligned with the Association of African Business Schools (AABS) and this will serve a useful purpose in facilitating the development of links with other leading business schools in Africa that wish to be involved with the development of the ALP programme.

Participants will gain exposure and create networks within their class and the ALP alumni, as delegates are drawn from across Africa from various industry sectors. In addition, the NBF's established networks with key stakeholders such as government, development finance institutions, regional economic communities, African institutions and the NBF member companies will provide forums for extensive interaction and networking.

Access to fresh perspectives

By attending the programme at GIBS, students will have the benefit of being on a campus with large numbers of students and delegates attending other programmes, including full-time MBA students. This interaction will provide immense opportunity for shared experience and learning. Fresh perspectives come from exposure to new ideas.

Development of human capital

Sponsoring organisations and companies are making a strategic investment in the development of their human capital and capability by providing career intensive training. The insights and contacts the students make on the programme will remain with them as they develop in their chosen fields of leadership.

PROGRAMME CONTENT

The programme focuses on pressing issues facing potential leaders today, including: the role of the state and the market; democracy and development; the role of foreign investment; trading in a global economy; building a world-class organisation; entrepreneurship in the developing world; financing the firm; dealing with corruption; leading teams and mobilising people; leading change; and governing for growth: the role of human capital.

The following modules will be offered:

- Introduction to Group Process: working in groups and small teams, and learning methodology, including diversity and 360-degree feedback
- Leadership: learning about leading in crisis, leading in transition, leading from strengths, using the context of leadership in Africa
- Personal Leadership Development: introspective insights and understanding of personal leadership style, management and identifying areas of improvement to enable effective impact in the work environment, personal life and the community
- Economic Growth: examining patterns of growth in the global economy and reviewing Africa's relative position. Exploring the roles that firms and governments play in driving and shaping economic development
- Rules of the State: reviewing and examining different approaches to growth, including property rights, tax codes and judicial systems
- The State and the Market: effective governance is essential for economic performance in providing stability and an environment conducive to productivity
- The role of state institutions in the economy, including national currency issues, the protection of people and the creation of laws
- Foreign Direct Investment (FDI): examining the role of FDI in providing capital, technology, management skills and knowledge transfer. There will be a focus on aid for trade, as opposed to a donor mentality
- Export Policy and Trade Strategies: analysis of Africa's export and trade strategies and their feasibility
- The Business of Sustainability in Africa
- Social Entrepreneurship in the Developing World
- From Ideas to Action: learning the art of general management and performance management
- Capacity Building for Growth: the role of human capital, skills development in Africa and capacity challenges
- Skills Development: high-level exposure to negotiation and bargaining models, networking skills and team building.

Optional electives

A choice of short courses, focused on addressing functional skills (Marketing, Finance, Supply Chain, etc.) will be offered to participants after the completion of the African Leadership Programme. The cost of this optional elective is included in the programme fee.

Assignments

Team and group case study work and presentations of findings will be shared with the class. A project to be completed during the programme, based on specific objectives agreed with a mentor (in the sponsoring organisation) and GIBS faculty member, and with a practical orientation aimed at addressing specific needs in the organisation. This will ensure that participants will provide a valuable return to their companies in assisting to address a key area of need within their organisations.

Optional international study tour

A five-day optional study tour aimed at gaining an understanding of the structure and role of African institutions will visit Ethiopia and Botswana. Delegates will meet with senior government officials and corporate executives to reinforce the core learning on the programme.

FACULTY

The African Leadership Programme is taught by senior faculty from the Gordon Institute of Business Science and Columbia Business School in the United States. NBF appointed guest speakers from across Africa also teach on the programme. They are highly experienced, innovative and their teaching is enhanced by relevant business management involvement and rigorous applied research. The result is a multifaceted teaching team that exposes participants to uniquely different perspectives and challenges their thinking on multiple levels.

Faculty and guest speakers include:

Professor Nick Binedell	GIBS
Dr Reuel Khoza	NBF
Dr Debora L. Spar	Columbia University (Joint Programme Director)
Jonathan Cook	GIBS (Joint Programme Director)
Stanley Subramoney	NBF
Professor Mike Ward	GIBS

(Note: faculty subject to change)

PARTICIPANT MIX

The African Leadership Programme is intended for ambitious and motivated executives who have demonstrated leadership and managerial abilities, and have the responsibility for strategy in their respective countries and organisations. They would include senior-level managers in business and non-profit organisations and high-ranking officials in government within Africa.

LEARNING ENVIRONMENT

A typical day of learning consists of three classroom sessions plus a number of breakout meetings in which delegates work together to prepare for a class. Preparation for a session typically includes a review of relevant literature and a case study that explores the issue at hand. The curriculum is intensive: participants are expected to prepare prior to the start of the course. Evening preparation is also required during the programme.

The learning format is a mix of lectures, individual preparation, group work and discussion, and classroom debate among a diverse and high level group of participants.

The core part of the ALP is being held at the Gordon Institute of Business Science. The modern facilities boast a beautiful, world-class campus in the heart of Illovo, Johannesburg. All lecture rooms are fully equipped with state-of-the-art technology.

ACTION LEARNING ORIENTATION

To ensure that delegates emerge with tangible value, opportunities are created for lessons to be applied to real situations at work.

Organisation mentor involvement

To ensure that the action learning project is relevant to the organisation's strategic objectives and has support from senior representation within the organisation, delegates are required to identify a senior manager within their organisation who will act as their mentor. The organisation mentors are involved in the conceptualisation, development and support for the implementation of the action learning project and are required to assist with grading the project.

ADMISSION



For further information on the African Leadership Programme, contact:

Deborah Fisher, Senior Programme Manager, GIBS
Tel: +27 (0)11 771 4150
Email: fisherd@gibs.co.za
Website address: www.gibs.co.za/ee/alp

The Admissions Committee requests applications for review at least four weeks before the programme start date. Qualified candidates are admitted on a rolling, space-available basis and early application is encouraged. The closing date for applications is Wednesday, 30 September 2009.



ADMISSION REQUIREMENTS

Enrolment is limited to senior-level managers in private, public and non-profit organisations. Admission is selective and based on professional achievement and organisational responsibility. No formal educational requirements apply, but proficiency in written and spoken English is essential.

PROGRAMME FEE

The programme fee is R65 000 and covers accommodation, tuition, books, case materials and meals. Fees are due 30 days before the start date. Cancellation policies are outlined in the information package and application form provided to applicants upon admission.

(Note: There is an additional charge of R30 000 for the optional five-day international study tour)

CANCELLATION POLICY

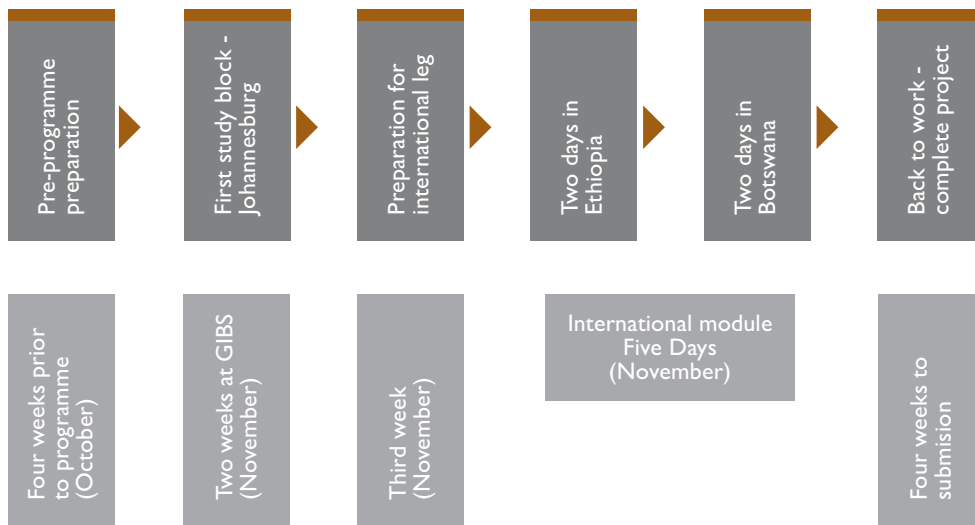
Delegates who cancel their registration after 30 September will be liable for 50% of the programme fee. Those who do not arrive for the programme or cancel attendance once the programme has commenced will be liable for the full fee. Delegates who cancel before 30 September will be liable for a R500 administrative fee. All who postpone attendance must return the course material intact.

PROGRAMME VENUE

The Gordon Institute of Business Science, 26 Melville Road, Illovo, Johannesburg, South Africa. Please visit www.gibs.co.za for directions and a map.



AFRICAN LEADERSHIP PROGRAMME STRUCTURE



DURATION AND DATES

Sunday, 1 – Friday, 13 November

Local study block at GIBS in Johannesburg.

Sunday, 15 – Friday, 20 November

Optional five-day international study tour.

(Note: an additional charge of R30 000 is required for this leg of the programme)

In summary, the African Leadership Programme offers you:

- a high-powered and challenging experience that sets the benchmark for modern day executive performance and global best practice
- an integrated, highly relevant two-week programme at GIBS, led by top local and international faculty; five days visiting Ethiopia and Botswana and meeting with senior government officials and corporate executives
- an opportunity to challenge and develop your personal leadership skills
- a balanced combination of lectures, teamwork, skills practice, discussions, simulations and networking
- guest lectures by achievers in business and the public sector and an opportunity to meet with Africa's top executives and officials
- an action learning approach with emphasis on skills development and immediate application of learning into your organisation.

