



UNITED NATIONS  
SYSTEM STAFF COLLEGE



**MBA** stream in  
**Managing  
International  
Organisations**

*Lead  
successfully  
in a complex  
global  
environment*



*USB strives to develop responsible leaders through well-grounded business education and research.*

## About USB's MBA

The University of Stellenbosch Business School's MBA is offered in three streams:

- MBA with **generalist modules**, which can be applied in any business sector
- **MBA stream in Managing International Organisations (MIO)**, which can be applied in international organisations, multinational for-profit organisations and international development agencies or NGOs.
- **MBA stream in Health Care Leadership (HCL)**, which can be applied in the public and private health care industry

It is important to note that the core modules of all the MBA streams are the same. Two of the MBA streams have concentrations of modules that allow students to acquire specialised knowledge relevant for the management of either health care or international organisations. These streams do not denote separate MBAs. All students will graduate with an MBA from Stellenbosch University.

This brochure focuses on the MBA stream in **Managing International Organisations (MIO)**.

[www.usb.ac.za/mba](http://www.usb.ac.za/mba)

## USB – developing responsible managers and leaders

The University of Stellenbosch Business School (USB) was one of the first business schools in South Africa, starting out with 14 MBA students in 1964. Today, the school has more than 2 600 degree students from all over the world. USB was the first business school from an African university to have achieved the three major international accreditations – AACSB, EQUIS and AMBA.

USB has significant programme depth. Our flagship degree is our MBA. We also offer postgraduate programmes in Development Finance, Futures Studies, Management

Coaching, Leadership and other fields. Overall, we strive to develop responsible leaders through well-grounded business education and research.

USB forms part of Stellenbosch University – the strongest research university in Africa. In 2018, Stellenbosch University will be celebrating its 100-year anniversary. The business school is situated in northern Cape Town, which is halfway between Cape Town's central business district and the university town of Stellenbosch.

[www.usb.ac.za](http://www.usb.ac.za)

## UNSSC – building capacity for sustainable development

With its headquarters in Turin (Italy), the United Nations System Staff College (UNSSC) is a centre of excellence for learning and knowledge management within the UN system. The UNSSC reaches over 10 000 beneficiaries annually through its range of global programmes aimed at building capacity for the UN's 2030 Agenda for Sustainable Development.

The mission of the Staff College is to contribute to a more effective, results-oriented and agile United Nations through learning, training and knowledge dissemination. The Staff College therefore aims to provide the skills and knowledge to empower the most valuable resource of the UN system: its people.

The UNSSC's online and classroom-based programmes range from leadership and management development to the development of those sectoral and functional competences required to effectively serve as an international civil servant. The UNSSC also provides learning interventions to increase technical and substantive knowledge spanning the three pillars of the UN's work: peace and security, human rights and development.

Since 2015, all of the Staff College's learning and training activities are geared towards enabling the UN system and its partners to address the challenges posed by Agenda 2030.

[www.unssc.org](http://www.unssc.org)



## MBA stream in Managing International Organisations (MBA MIO)

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### USB and UNSSC partner to deliver MBA MIO

The University of Stellenbosch Business School (USB) and the United Nations System Staff College (UNSSC) have co-designed an MBA with specialist modules in the management of international organisations. This MBA meets the needs of, among others, USB's students, UN staff members and those working in international

organisations. The programme benefits from UNSSC's experience and network of senior UN leaders contributing to the delivery of the modules and serving as research supervisors. The stream-specific modules and electives are co-delivered by USB and UNSSC.

### Learn how to lead in a complex global environment

The challenges of today's world demand responsible leadership and adaptability to changing contexts. When working in a multinational organisation, the impact of decisions can be different in different parts of the world. Hence, it is important to have no blind spots and to understand economic, political, legal, cultural and other differences.

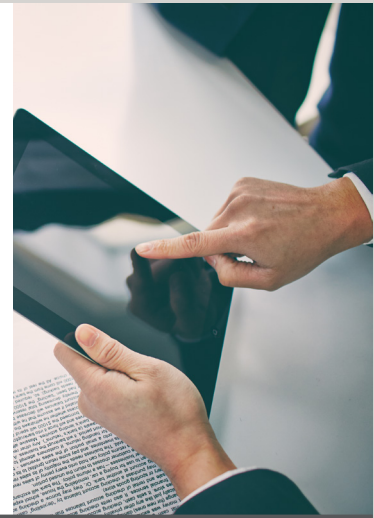
This stream of USB's MBA has been designed to equip managers and leaders with the tools, theories and frameworks to lead successfully in a complex global environment. It is aimed at professionals already working in international organisations, the private sector and global development agencies or NGOs, and those interested in expanding their global lens and cross-border agility. The programme allows

insight into organisations, such as the United Nations, which play a fundamental role in shaping international business, policies, development and society.

The stream-specific modules of this MBA option are offered during the second year of enrolment and will enable you to integrate and apply your learning from the MBA core modules within the context of international organisations. Therefore, during your second year, you will learn from both academics and senior UN leaders. The MBA MIO includes a leadership development journey which takes into account leading and managing in a global context. It also includes an International Study Module at a foreign business school.

## Who should enrol?

- Managers from the private sector who aspire to work for international development organisations
- Managers who want to fast-track their careers in an international organisation
- Professionals who want to transition to working in multinational for-profit organisations
- UN staff who want to enhance their managerial strengths within an international organisation, development agency or, specifically, the UN system



## Programme format

Students who want to specialise in Managing International Organisations start off with either the modular MBA format (attend on-campus study blocks spread over time) or blended learning MBA format (join the class in real time on any internet-linked device from anywhere in the world). Both the modular and blended learning formats run over two years. Students specialise during their second year of enrolment. Both formats allow students to study while they work.

During their second year, MBA MIO students attend one on-campus block (one week) at the

beginning of the year, followed by blended learning classes on Wednesdays (16:00 – 20:00) and one on-campus electives block at the end of the year.

## More about the blended learning format

The blended learning format allows students to join the class in real time on any internet-linked device from anywhere in the world. Students can also attend the class on the USB campus. The mobile app or browser-based online classes are delivered synchronously with the on-campus classes. This enables students to actively take part in classroom and group discussions.

## Overview of USB's MBA

USB's triple accredited MBA is aimed at **managers, professionals** and **entrepreneurs** who want to lead responsibly, make sound decisions, think strategically, communicate effectively and act as stewards of society.



If your career path is pointing towards senior management positions and leadership roles, the MBA will help you to confidently take on these responsibilities. It is still the most **widely-recognised and desired business degree in the world.**



USB's MBA offers a **generalist stream**, for those who want to manage the functional areas of any business at senior management level (career switchers), and **two specialisation streams**, for those who want domain expertise at senior management level. The two specialist streams are in **Health Care Leadership and Managing International Organisations.**

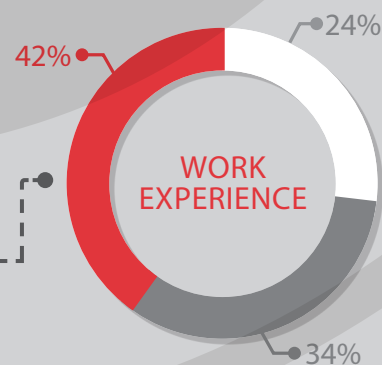
MBA

1 Generalist stream

2 Health Care Leadership stream

3 Managing International Organisations stream

USB's MBA is rigorous. It balances solid quantitative modules with personal development and leadership skills to deliver well-rounded graduates. Our MBA students are mature people: **34% of them have between 7 and 11 years of work experience while 42% have 12 or more years of work experience.** Our student population reflects diverse backgrounds in terms of their undergraduate studies, work experience, geographies and cultures. This diversity enables students to learn from one another and to work with different perspectives.



## What will you gain from USB's MBA?

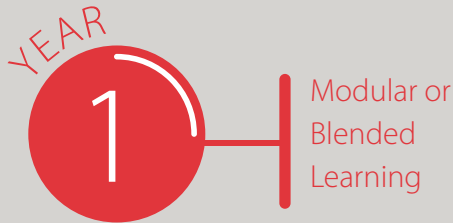
- **Lead responsibly** – by holding yourself, your teams and your organisation accountable to ethical, responsibility and sustainability principles as custodians of society's institutions and organisations
- **Function globally** – by applying competencies acquired on USB's MBA in any industry and in any country
- **Acquire expert decision-making skills** – based on a combination of numeric methods and soft science techniques
- **Understand the interlinked roles of organisational departments** – allowing you to manage across functional areas, gain foresight and insight, and make well-informed decisions

## What stands out about the USB MBA?

- **Responsible leadership development:** USB's MBA is strongly committed to your development as a responsible leader, focusing on personal leadership, relationship leadership and organisational or strategic leadership, ultimately leading to organisational performance. This bespoke journey spans the entire MBA.
- **Flexible formats:** Full-time MBA (1 year), Modular MBA (2 years), Blended Learning MBA (2 years)
- **Collaborative learning:** Our students come from different industries, countries and cultures. Each student brings unique management experience and industry know-how to the table. This diversity enables students to learn from one another and to work with different perspectives.
- **International Study Module:** An immersive learning experience at a foreign business school. The cost of the International Study Module is included in the study fees.

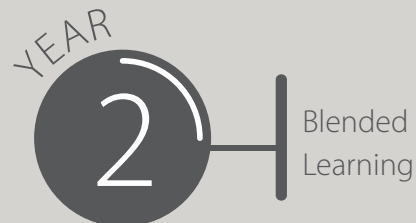


# Overview of USB's MBA stream in Managing International Organisations (MIO)



## Do 13 core MBA modules in Year 1

- Accounting for Decision-making
- Business Communication
- Business in Society
- Contemporary Decision-making
- Digital Enterprise Management
- Economics for Managers
- Human Capital Management
- Integrated Case Studies
- Managerial Accounting
- Managerial Statistics
- Operational Excellence
- Strategic Management
- Strategic Marketing and Branding



## Do 2 stream-specific core modules

- International Organisations Leadership
- Finance for Development

## International Study Module

All students need to do the compulsory MBA International Study Module at a foreign business school to enhance their international exposure. MBA MIO students attend an International Study Module focused on the management of international organisations. This module includes visits to international institutions and cultural activities.

## Electives (choose 2)

- International Ethics
- Finance and Innovation
- Perspectives on African Frontiers
- 25+ electives from USB's generalist MBA

## Throughout

### Leadership Development Module

USB believes leaders are developed, not born. Therefore, each MBA student follows a bespoke Personal Leadership Development Journey in the Leadership Development Module. On the MBA MIO, this module is tailored for leadership in international organisations. This module spans the entire programme and focuses on personal leadership, relationship leadership and organisational or strategic leadership to deliver organisational performance. Ultimately, this module will enable you as a responsible leader to hold yourself, your teams and your company as custodians of society's institutions and organisations.

### Research Assignment

The research assignment (50 to 70 pages) is ideally based on a management-related problem in your work environment or field of specialisation. The research assignment serves as an example of how to handle business challenges by following a robust research process. This experience gives you the ability to make a value judgement on research presented at managerial level in the workplace.



## Year 1: Do 13 core MBA modules



### Accounting for Decision-Making

This module covers management and financial accounting; internal financial information used in making strategic decisions; external financial information; costing systems; budgeting; and the interpretation and analysis of financial statements and historical reviews in the South African regulatory environment.

### Business Communication

The module is about effective oral and written communication in a connected global world; interactive and practical approaches; the elements of persuasive writing and the write-tight technique; reader-centred language, style and structure; and presentation skills focusing on engaging different audiences.

### Business in Society

This module focuses on the capability of students to exercise responsible leadership through sound decision making in matters related to the environmental, social and economic impact of an organisation's activities. It includes the conceptual, strategic, operational and regulatory aspects that leaders and managers have to consider and incorporate in the process of optimising an organisation's contribution to sustainable development in a local and global context.

### Contemporary Decision-Making

This module covers both qualitative and quantitative decision making techniques. This includes systems thinking; complex problem solving; problem structuring methods; causal loop diagrams; regression analysis and inference; multiple criteria decision analysis; linear programming; and simulation modelling.

### Digital Enterprise Management

This module covers operating models, customer value propositions and the digital transformation; from business strategy to IT architecture; IS investment decision; common technology adoption and dispersion theories;

enterprise information systems (ERP / CRM / ECS); decision making when faced by big data; buy, build and rent IS decisions; systems development life cycle and iterative development methods; IS impact on business risk from a security and ethical perspective.

### Economics for Managers

This module covers the meaning of economics and economic systems, economics influences on society; globalisation and international economic integration, especially with regard to an open developing economy; the African context; the application of the principles of supply and demand in a market economy; the implications of the interaction between changes in one or more of a wide range of macro-economic forces; economic growth and development; inflation; unemployment; the balance of payments and exchange rates; the reasoning behind economic policy decisions, and the impact of such decisions on the managerial function.

### Human Capital Management

This module looks at high-performance people management; approaches to organisational structure; career development; and talent management.

### Integrated Case Studies

This module serves as an introduction to the field of strategic management, while simultaneously providing students with the opportunity to apply the contents of multiple modules in integrated case studies. Three themes are covered: Introduction to strategic thinking; Strategic direction and environmental analysis: strategic awareness & agility; and an integrated case study analysis.

### Managerial Statistics

This module covers data description; probability; probability and sampling distributions; estimation; tests of hypotheses; correlation; regression; contingency tables.

### Managerial Accounting

This module explores the understanding of management accounting and financial accounting; cost concepts applied by managers in internal financial information; financial information disclosed in the financial statements (with specific focus on the cash flow statement and the management of cash flows); sustainable growth rate; and financial health.

### Operational Excellence

This module unpacks the following: resources, capabilities and the impact on operations strategy; the transformation process design and value stream mapping; continuous improvement and business process design; global supply chains; measuring operational excellence; Theory of Constraints; Six Sigma; Lean Operations; quality control and the role of statistical techniques in quality; the impact of technology on operations.

## Do 2 stream-specific core modules

### International Organisations Leadership

The content of this module can be grouped into three main sections:

- International Organisations history and functions: Introduction to the concept of International Organisations (definitions, types, mandates, history, goals); History of the United Nations; The UN structure and its three pillars (Peace and Security, Development, and Human Rights); Decision-making within IOs; and Decision-making within the UN
- The changing and challenging role of IOs and its implications for leadership: The changing and challenging landscape in which IOs operate; The role of IOs in international cooperation with a focus on development cooperation
- Effective Leadership in International Organisations: Effective leadership in international organisations, with a focus on the UN system; From personal leadership to collective best practices.

After completion of the module students will be able to:

- Explain the concept of International Organisations (IOs), and compare their historical and contemporary contexts, structures, mandates and goals



- Contextualise the creation of the United Nations and other international development organisations as well as the role of key players
- Explain the structure of the UN system and other international agencies, and recognise the areas of intervention with the three interconnected pillars: Peace and Security, Development, and Human Rights
- Evaluate the decision-making systems of different IOs and the role of international leaders in IO decision-making processes
- Understand and critically discuss fundamental procedures and processes that lead to decisions in the context of IOs
- Demonstrate knowledge about the process of the formulation of an agenda, in particular focusing on the example of the 2030 Agenda for Sustainable Development
- Examine how IOs shape public policy, determine global action and affect nation-states and international business
- Identify and evaluate development cooperation actions in the wider sphere of international cooperation and the specific role of IO leadership
- Analyse and critique best practices that facilitate effective leadership in International Organisations – with emphasis on the UN system.

### Finance for Development

Finance for Development aims to equip students with the skills required to identify and analyse international sources of financing for development and how they may optimally contribute to the development process. After completion of the module students will be able to:

- Identify the critical stakeholders, instruments and trends associated with domestic and international public finance in support of development
- Compare and analyse the structure of international capital flows and domestic sources of financing
- Evaluate the effect of national and international policy measures on these capital flows
- Apply the premise of Sustainable Development Goals (SDGs) to concepts of finance for development
- Evaluate the role of the private sector and the use of finance to fund the Sustainable Development Goals (SDGs)
- Evaluate the main drivers and sources of private finance – both domestic and international – and their growing importance for development
- Interpret how multilateral development banks (MDBs) support public and private efforts to meet a development agenda.

## Year 2: Do 2 electives

Choose from the three stream-specific electives (International Ethics, Finance and Innovation, and Perspectives on African Frontiers) and/or from over 25 electives offered on the generalist MBA.

### International Ethics

This module is fully delivered by the UNSSC. Citizens expect their governments and civil servants to act with integrity. Prosecutors enforce the laws that distinguish between acceptable and criminal behaviour. Customers seek goods and services from ethical organisations. Shareholders and investors want the reassurance that their funds will “do good”—as well as provide respectable returns. Regulators promote and recognise ethical members of industry.

What should managers and leaders do to meet these expectations? This elective will help to answer the fundamental question of what makes an ethical organisation tick. This elective will therefore focus on structures, policies, ethical and reputational risks, behaviour and decision-making. Students will examine the policy choices of ethical organisations. Managers and leaders must ensure that their own behaviours are ethical and that they research, examine and

ultimately set the policies that guide institutional as well as individual behaviour. How leaders and managers lead and manage is key to the ethical behaviour of individuals and organisations. The following topics are therefore covered: Ethical values of global companies, governments and international organisations; Ethical leadership: concepts, frameworks and reflections; Ethical mindset, social justice and organisational culture; Ethical decision-making techniques; and Contemporary ethical issues faced by public and development institutions. After completion of the module students will be able to:

- Reflect on the ethical underpinnings and core ethical values of global companies, governments and international organisations
- Cultivate an ethical mindset when considering questions of public policy, social justice and organisational culture
- Appreciate and create an ethical organisational culture and effectively address ethical risks
- Refine their own ethical decision-making abilities
- Assess practical techniques of ethical analysis
- Examine ethical issues facing international companies and public institutions today
- Defend and embrace ethical leadership.

### Finance and Innovation

The elective focuses on a comprehensive understanding of financing innovation (inclusive of large international companies, development agencies, international organisations and new start-ups). Both applied theory and evidence (current practice) are discussed. Issues focusing on aligning financing, firm strategy, and innovation are also explored. After completion of the module students will be able to:

- Understand and engage with financing innovation theory in an international context
- Analyse the information problem in financing innovation
- Explain the notion of “creative destruction” and its application to financing innovation
- Analyse a country’s finance and corporate governance system as a key element of its national system of innovation
- Identify and evaluate internal and external sources for financing innovation
- Analyse finance and innovation in mature corporate firms, international organisations, development agencies and start-ups
- Evaluate the impact of financial crises on

financing innovation

- Align financing with organisational strategy and innovation.

### Perspectives on African Frontiers

This elective focuses on developing awareness and understanding of the diversity in African countries and the business opportunities provided by this. It also focuses on the factors that impact doing business in Africa.

After completion of the module students will be able to:

- Evaluate the geographical, economic and political attributes of African countries
- Conduct a strategic analysis of the business environments in selected African countries
- Assess the investment and trade opportunities provided by inter-African business
- Critically assess investment and trade opportunities among African countries
- Analyse selected African case studies on the inter-African business environment.

## Throughout

### Leadership Development

This module is aimed at leveraging the student’s own personal and authentic leadership style to develop sustainable high-performance teams and organisations within an ever-changing world of work. It also covers the changing leadership context; authentic and personal leadership; EQ development; and organisational change and transformation practices.

### Research Assignment

The Research Assignment Module forms an integral part of the USB MBA. The module comprises three distinct activities of learning. The first activity comprises the teaching of an appropriate research methodology foundation in class. The second activity is a workshop-based phase to guide students to develop a research proposal. The third activity is the actual research assignment in which students work independently towards accomplishing their research objectives, under the guidance of a supervisor.



It is USB's vision to be an African school with global reach and to be recognised as the preferred business knowledge partner on the African continent. We are therefore delighted to collaborate with the UN on this specialist MBA stream. We are confident that graduates will make a marked difference to the important work of managing international institutions for the sake of the global good.

Prof Piet Naudé  
Director: University of Stellenbosch  
Business School (USB)

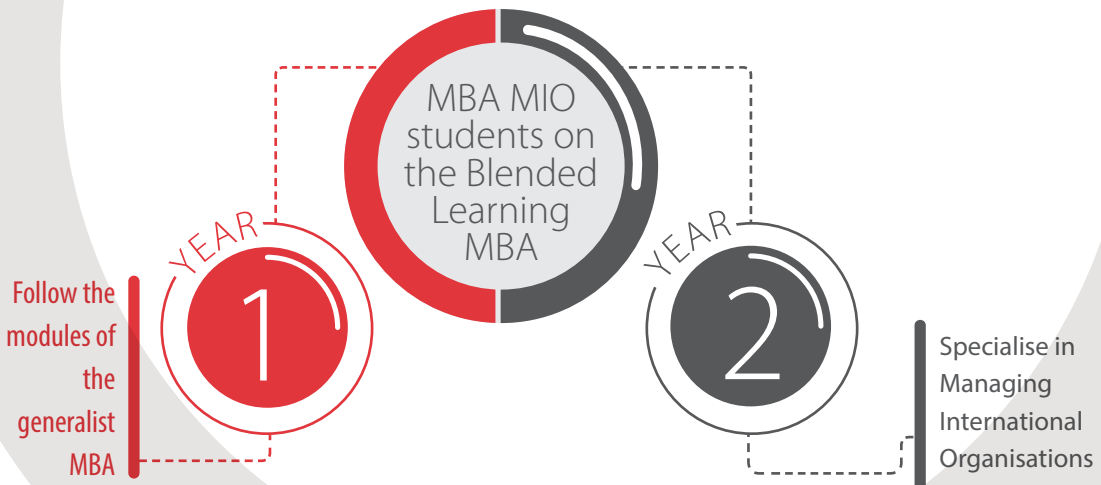
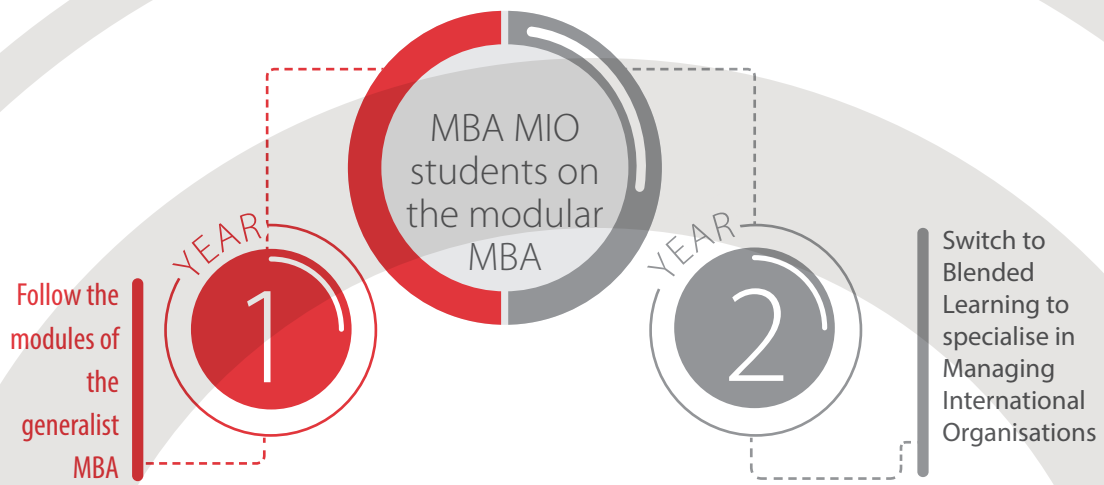


We are delighted to team up with the University of Stellenbosch Business School to offer an MBA stream in Managing International Organisations. The programme is built on USB's long history of providing top-quality academic rigour in management and the UN System Staff College's deep knowledge of today's global challenges faced by the United Nations and other international organisations. By participating in this programme, learners will enhance their capabilities to lead and manage the complexities and the inner workings of multilateral institutions.

Dr Jafar Javan  
Director: United Nations System  
Staff College (UNSSC)



# Programme format







## CONTACT USB

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