

UNIVERSITY OF PRETORIA Centre for Responsible Leadership



The challenge of creating a platform for
responsible management education:
Reflections from South Africa

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PRME Principles for Responsible
Management Education

Context

- About the ***African Continent***
 - Access to quality education is key to reducing poverty and accelerating long-term economic growth
 - Management education in the corporate and public sector in particular will face unprecedented challenges due to Chinese and other country influences leading to increased corruption prevalence
- About the ***University of Pretoria***
 - at the forefront of tertiary education on the continent
 - leading research university in South Africa
 - Gordon Institute of Business Science (MBA ranked 40th globally – FT)
- About the ***Centre for Responsible Leadership (CRL)***
 - research & teaching unit established to develop the next generation of responsible leaders committed to social and environmental justice
 - Teaches undergraduate Business Management, GIBS MBA and MPhil in Responsible Leadership
 - **I / We / Us**

Governing Assumptions

- **Review and critique existing leadership theories**, in the light of current sustainability challenges
- **Challenge individual assumptions** and foster **social learning** through **interdisciplinarity**;
- Foster awareness and application of **systems thinking** and **critical thinking**, and evaluating and promoting the **reflective capacity** of managers;
- Expose students to perspectives from **philosophy and its implications for practice**;
- Utilise real, and complex problems (**problem-centred learning**) as a vehicle for facilitating the emotional and experiential need for cultivating required competencies



Cornerstone Qualities (emerging)

- Reflection
- Inclusivity
- Courage
- Wisdom

Context



Overview of typical RL module



Global Challenges & Leadership Responses

“The world we live in”



Institutional Leadership



Individual Leadership



Typical high-level outcomes



Session 1 Learning Outcomes:

- To develop a critical awareness of humanity's greatest challenges
- To develop an understanding and reflect critically on the global response mechanisms

Session 2 Learning Outcomes:

- To develop a critical understanding of Business Ethics
- To develop a critical awareness of Corporate Responsibility
- To appreciate the theory and implications of strategy for sustainability

Session 3 Learning Outcomes:

- Obtain an overview of classical leadership theory
- Develop a critical understanding of the emerging field of individual responsible leadership



In conclusion...

Some lessons learnt...

- Institutional readiness
- Student relevance versus student readiness
- Reality view – personal and institutional – philosophy and systems thinking
- Going beyond “green”
- Too little too late
- Alignment of MBA programme outcomes

We're investigating...

- Creating demand for ‘responsible MBAs’...
- Delivery of responsible leadership education within the dominant current paradigm
- Dealing with MBA student assumptions
- The “Blue Sky” Business School

Thank you

www.up.ac.za/crl



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