



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

## Faculty of Economic and Management Sciences

Fakulteit Ekonomiese en Bestuurswetenskappe  
Lefapha la Disaense tša Ekonomi le Taolo



## Albert Luthuli Centre for Responsible Leadership

Postgraduate Diploma in Integrated Reporting (PGDIR)

**2018**

Make today matter

## PGDIR 2018

(Course Code: 07220032)

### The Albert Luthuli Centre for Responsible Leadership

The Albert Luthuli Centre for Responsible Leadership aims to develop a new generation of responsible leaders, shaping local and international business practices and policies in support of social and environmental justice.

The ALCRL's strengths lie in its ability to harness the academic integrity of a variety of academic disciplines, reaching across areas such as economic and management sciences, environmental sciences, natural sciences, law, engineering and humanities, to name a few. Its legitimacy lies in its ability to respond to key issues in the field of corporate responsibility and responsible leadership.

For more information, visit the Albert Luthuli Centre for Responsible Leadership's website:

**[www.up.ac.za/the-albert-luthuli-centre-for-responsible-leadership](http://www.up.ac.za/the-albert-luthuli-centre-for-responsible-leadership)**

### Integrated reporting academic programmes

The ALCRL has established a formal Postgraduate Diploma in Integrated Reporting (PGDIR). The PGDIR is a one-year, part-time academic programme, consisting of five subject areas from different academic disciplines, including corporate communication, strategic management, contemporary management and leadership; integrated reporting frameworks and integrated reporting assurance.

The PGDIR has been designed to accommodate graduates from a wide variety of academic backgrounds. The focus on the multidisciplinary nature of integrated reporting is a primary imperative to ensure that the PGDIR prepares students for the multifaceted challenges that integrated reporting is aiming to address





## Evolution of the PGDIR

In 2016, the International Integrated Reporting Council (IIRC) released The <IR> Competence Matrix. According to the IIRC, the

“<IR> Competence Matrix has been developed to help organizations identify the knowledge, skills and behaviours they need to adopt Integrated Reporting and realize its benefits.”

From 2017 onwards, the PGDIR will incorporate the learning outcomes as incorporated in the <IR> Competence Matrix. These learning outcomes will be integrated into the Integrated Reporting Frameworks, and Integrated Reporting Assurance modules.

To accommodate the learning outcomes per the <IR> Competence Matrix, the Integrated Reporting Frameworks module will be increased to 40 credits, and will therefore stretch over both the first and second semester.

The additional time allocated to the Integrated Reporting Frameworks module will also allow for a more comprehensive exploration and understanding into the information needs of the providers of financial capital, also commonly referred to as investors.

The ALCRL believes that these changes to the PGDIR will ensure that the programme remain internationally relevant within the rapidly evolving field of integrated reporting.

## Presentation model

In 2018, the programme will be presented in blocks. This will make it possible for people all over South Africa and the rest of Africa to travel to the University of Pretoria to attend the classes. There will be three blocks (from Thursday to Saturday) in the first semester (between February and May 2018) and another three blocks in the second semester (between July and November 2018). Exams for the two modules of the first semester will take place in June and exams for the second semester in November. This will amount to a fourth block for each semester.

Specialist practitioners will present topics within the PGDIR curriculum, including visiting scholars from other Universities and sustainability professionals from the private sector.



## 1<sup>st</sup> Semester

Contemporary Management and Leadership (OBS 700)		Integrated Reporting Frameworks (OBS 702)	
<b>Strategy</b> <ul style="list-style-type: none"> <li>How do world views influence strategy formulation?</li> </ul>	<b>Measurement</b> <ul style="list-style-type: none"> <li>Long-term value</li> <li>Corporate reputation</li> </ul>	<b>Strategy</b> <ul style="list-style-type: none"> <li>Materiality &amp; strategy</li> <li>Risk management</li> </ul>	<b>Measurement</b> <ul style="list-style-type: none"> <li>Frameworks, guides &amp; laws</li> <li>Measurement &amp; forward looking info</li> </ul>
<b>Stakeholder Engagement</b> <ul style="list-style-type: none"> <li>Social &amp; economic theories</li> <li>Accountability?</li> </ul>	<b>Leadership</b> <ul style="list-style-type: none"> <li>Leadership models</li> <li>Non-traditional leadership</li> <li>Governance</li> </ul>	<b>Stakeholder Engagement</b> <ul style="list-style-type: none"> <li>Human &amp; social capital</li> <li>Information needs of investors</li> </ul>	<b>Leadership</b> <ul style="list-style-type: none"> <li>Business case for integrated reporting</li> <li>Buy-in for ESG agenda</li> </ul>

Strategic Management (SBE 700)	
<b>Strategy</b> <ul style="list-style-type: none"> <li>Primary focus of this module</li> </ul>	<b>Measurement</b> <ul style="list-style-type: none"> <li>Strategy as practice</li> </ul>
<b>Stakeholder Engagement</b> <ul style="list-style-type: none"> <li>Strategy context</li> <li>Environmental scanning</li> </ul>	<b>Leadership</b> <ul style="list-style-type: none"> <li>Rethinking strategy</li> </ul>



## 2<sup>nd</sup> Semester



## Subject areas within PGDIR

Course	Description	Credits	Link to integrated reporting
<b>Strategic Management</b>	Strategic Management analyses the combination of competitive strategies and business approaches that organisations can employ to satisfy customer needs, achieve organisational objectives and compete successfully in a dynamic business environment.	20	<IR> aims to provide information on the strategic intent of an organisation. This module provides the basic building blocks to reconsider strategy formulation within an <IR> context.
<b>Strategic Communications Management</b>	The objective of this module is to conceptualise the role of corporate communication in the strategic decision-making process. It also addresses the overlapping and complementary areas of communication management with other fields of study in the management sciences.	20	Management of stakeholder relationships and the engagement of stakeholders is an integral part of the integrated reporting process.
<b>Contemporary Management and Leadership</b>	The purpose of the module is to firstly situate <IR> within the broader discourse of sustainable development and to secondly, focus on the type of leadership that is required to realise sustainable development.	20	The module provides a broader philosophical understanding of the challenges that <IR> will have to overcome to flourish within the current economic paradigm.
<b>Integrated Reporting Frameworks</b>	The most prevalent reporting frameworks that currently affect integrated reporting practice will be considered in this module. Through the process of action learning, students will acquire the knowledge and skills to implement basic reporting principles within an organisation. A secondary aim of this module will be to create a platform where students can learn to apply the skills obtained in the other subject areas of the Diploma within an integrated reporting context.	40	The reporting frameworks that inform integrated reporting will be discussed in this subject.
<b>Integrated Reporting Assurance</b>	The value of an integrated report is directly dependent on the quality of the information. By viewing <IR> through the lens of an assurance provider, students will attain the proficiency to prepare information in an integrated report of a sufficient quality to withstand the scrutiny of external assurance.	20	An understanding of assurance principles provide students with the knowledge to prepare robust integrated reports.

## Important dates for 2018

1 <sup>st</sup> Semester		
	Block 1	8 – 10 February 2018
	Block 2	8 – 10 March 2018
	Block 3	10 – 12 May 2018
	Exams	8; 11 June 2018
2 <sup>nd</sup> Semester		
	Block 1	19 – 21 July 2018
	Block 2	29 August – 1 September 2018
	Block 3	11 – 13 October 2018
	Exams	9; 12; 14 November 2018



## **Administrative Enquiries (Faculty Administration)**

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