

CURRICULUM



VUCA Executive Leadership

2025-2026 Student Handbook

VUCA Executive Leadership

PROGRAMME CURRICULUM

Professional Postgraduate Diploma (PPGD)

VUCA Executive Leadership

1. Program Overview

The Professional Postgraduate Diploma (PPGD) in VUCA Executive Leadership is a 9-month program designed for mid- to senior-level professionals seeking to develop strategic, adaptive, and innovative leadership skills in volatile, uncertain, complex, and ambiguous (VUCA) environments. Delivered in a hybrid format, the program comprises 80% online instruction via Learning Management System (LMS) and live virtual masterclasses, and 20% in-person immersive workshops held quarterly. The learning experience integrates African-focused case studies, executive reflection, and a Capstone Strategy Project that allows students to apply leadership concepts in real-world scenarios.

2. Philosophy

The program is grounded in the philosophy of "actionable leadership," combining theoretical foundations with practical execution. It emphasizes systems thinking, ethical governance, digital fluency, and cross-cultural leadership. This philosophy supports the development of leaders who can drive organizational transformation and deliver impact in Africa's evolving socio-economic landscape.

3. Aim and Objectives

The aim of the PPGD in VUCA Executive Leadership is to prepare professionals for senior strategic leadership roles in government, private, and nonprofit sectors.

4. Specific Objectives

- a) Build adaptive leadership skills for navigating uncertainty and change.
- b) Foster innovation-driven and entrepreneurial mindsets.
- c) Enhance cross-functional collaboration and ethical decision-making.
- d) Promote systems thinking and sustainable leadership practices.
- e) Equip professionals to respond proactively to disruption and complexity.

5. Justification

African organizations are facing rapid transformation driven by technological innovation, climate risk, global health challenges, and shifting workforce demands. There is a growing need for leaders who are not only visionary but also agile, ethical, and technologically empowered. The PPGD responds to these demands by offering executive-level training that bridges theory and practice, aligned with the strategic goals of Nile University and Nigeria's national development priorities. The program contributes to postgraduate innovation targets and offers stackable credentials for lifelong learning.

6. Admission Requirements

Applicants must possess:

- a) A Bachelor's degree (minimum Second-Class Lower) or HND from a recognised institution.
- b) At least three years of leadership or managerial experience.
- c) A current mid- to senior-level role or demonstrable responsibility in strategic initiatives.
- d) English proficiency and digital literacy suitable for online learning.

7. Program Duration and Structure

The PPGD spans two semesters over nine months. Each semester runs for 15 weeks, with two-week mid-session breaks. Instruction includes coursework, leadership simulation, collaborative projects, and two capstone experiences.

8. Curriculum Design and Credit Load

The program offers a total of 30 credit units, with each course carrying 3 credits. Curriculum design is modular, practice-oriented, and aligned with postgraduate diploma standards. Key themes include leadership, innovation, ethics, digital strategy, and governance.

9. Staffing Requirements

Instruction will be delivered by a multidisciplinary team of faculty and industry professionals. Faculty should possess PhDs or equivalent postgraduate qualifications in Management, Leadership, Innovation, or related fields. Practicing executives and adjunct faculty will supplement academic teaching with real-world insights. Staffing meets NUC guidelines for postgraduate diploma programs.

10. Facilities and Learning Resources

The program will leverage Nile Online's digital infrastructure and include:

- a) LMS platform for asynchronous learning.
- b) Virtual classrooms and live masterclass tools.
- c) Physical facilities for in-person workshops.
- d) Access to leadership case libraries, simulation tools, and peer networking platforms.

11. Teaching Methodology

The program uses a blended approach: 80% online (asynchronous modules, discussion boards, assessments) and 20% in-person (quarterly workshops, networking sessions). Instructional methods include Harvard-style case studies, reflective journaling, design thinking sprints, and scenario planning exercises.

12. Assessment and Evaluation

Student performance is evaluated via continuous assessment (30%) and final project work (70%). Assessments include individual assignments, executive reflections, peer-reviewed submissions, and capstone presentations. External moderation ensures quality and transparency.

13. Certification and Award

Graduates will be awarded the Professional Postgraduate Diploma in VUCA Executive Leadership by Nile University of Nigeria. Certificates will detail learning outcomes, duration, and credit load.

14. Quality Assurance Mechanisms

Quality will be ensured through periodic reviews, course evaluations, faculty peer assessments, and industry advisory board inputs. Benchmarks will align with national quality frameworks and global executive education standards.

15. Proposed Course Structure for PPGD in VUCA Executive Leadership

Semester	Timeline	Course Code	Course Title	Credit Load
First Semester	September – December 2025 (15 Weeks)	PPGD-VUCA 701	Adaptive & Agile Leadership in a VUCA World	3 Credits
		PPGD-VUCA 703	Strategic Visioning and Systems Thinking	3 Credits
		PPGD-VUCA 705	Leading Innovation and Entrepreneurship	3 Credits
		PPGD-VUCA 707	Cross-Cultural Communication & Virtual Collaboration	3 Credits
		PPGD-VUCA 709	Capstone Project I: VUCA Organizational Analysis	3 Credits
Break	December – January 2026		Two Weeks Mid-Session Break	
Second Semester	January – May 2026 (15 Weeks)	PPGD-VUCA 702	Governance and Ethical Leadership	3 Credits
		PPGD-VUCA 704	Digital Strategy and Change Management	3 Credits
		PPGD-VUCA 706	Crisis, Complexity & Risk Navigation	3 Credits
		PPGD-VUCA 708	Leading Sustainable Impact and Innovation Ecosystems	3 Credits
		PPGD-VUCA 710	Capstone Project II: Strategic Execution and Leadership Pitch	3 Credits
		Total Credit Load		30 Credits

1.	<p>PPGD-VUCA 701 Adaptive & Agile Leadership in a VUCA World (3 Credits)</p> <p>Course Description</p> <p>This course introduces participants to adaptive and agile leadership as a response to volatile, uncertain, complex, and ambiguous environments. Students will explore leadership models that emphasize agility, experimentation, resilience, and rapid learning. Emphasis is placed on navigating disruption, managing ambiguity, and fostering innovation while leading high-performing teams in dynamic contexts.</p> <p>Course Objectives</p> <ol style="list-style-type: none"> 1. Understand VUCA dynamics and their implications for leadership. 2. Evaluate adaptive leadership frameworks and strategies. 3. Apply agile thinking to organizational transformation. 4. Enhance capacity for rapid decision-making and iterative learning. 5. Build personal and organizational resilience. <p>Topics</p> <ol style="list-style-type: none"> 1. Defining VUCA and the Case for Adaptive Leadership 2. Principles of Agility and Flexibility 3. Leading through Change and Crisis 4. Decision-Making in Uncertainty 5. Resilient Leadership and Mindsets 6. Adaptive Capacity and Strategic Responsiveness 7. Agility in Team and Organizational Design 8. Psychological Safety and Leading Innovation 9. Scenario Planning and Rapid Experimentation 10. Learning Organizations and Feedback Loops 11. Self-Leadership and Emotional Agility 12. Executive Case Study in Adaptive Leadership
2.	<p>PPGD-VUCA 703 Strategic Visioning and Systems Thinking (3 Credits)</p> <p>Course Description</p> <p>This course equips executives with systems thinking tools and strategic foresight frameworks to lead in complexity. Through scenario planning, systems mapping, and strategic visioning, students will explore how to align organizational purpose with emerging opportunities and challenges. Emphasis is placed on understanding interdependencies, anticipating long-term implications, and leading transformational change.</p> <p>Course Objectives</p> <ol style="list-style-type: none"> 1. Develop long-term vision aligned with organizational values. 2. Apply systems thinking to problem-solving and planning. 3. Create mental models to map and influence complex systems. 4. Anticipate emerging trends through strategic foresight. 5. Lead strategic alignment and innovation within systems.

	<p>Topics:</p> <ol style="list-style-type: none"> 1. Introduction to Strategic Visioning and Futures Thinking 2. Principles and Tools of Systems Thinking 3. Mental Models and Decision-Making 4. Mapping Stakeholders and System Dynamics 5. Leveraging Feedback Loops and Leverage Points 6. Scenario Planning and Future Forecasting 7. Complexity Theory and Organizational Strategy 8. Systems Innovation and Change Levers 9. Building Vision-Driven Organizations 10. Aligning Mission, Values, and Strategic Action 11. Strategic Learning and Organizational Adaptability 12. Executive Visioning Simulation and Reflection
<p>3.</p> <p>PPGD-VUCA 705 Leading Innovation and Entrepreneurship (3 Credits)</p>	<p>Course Description</p> <p>This course explores how leaders can cultivate innovation and entrepreneurial thinking in rapidly changing environments. Students will examine frameworks for intrapreneurship, lean innovation, and scaling ventures. The course prepares executives to lead transformation by fostering creative cultures and championing disruptive ideas.</p> <p>Course Objectives</p> <ol style="list-style-type: none"> 1. Understand the innovation process and entrepreneurial leadership. 2. Apply lean startup and design thinking tools. 3. Foster a culture of experimentation and risk-taking. 4. Evaluate and scale innovative business models. 5. Lead strategic innovation initiatives. <p>Topics</p> <ol style="list-style-type: none"> 1. Entrepreneurial Leadership in Complex Environments 2. Innovation Strategy and Portfolio Thinking 3. Intrapreneurship and Change Leadership 4. Lean Startup and Agile Innovation Methods 5. Design Thinking for Business Model Innovation 6. Innovation Metrics and KPIs 7. Organizational Culture for Innovation 8. Managing Innovation Teams and Resources 9. Scaling Innovation through Ecosystems 10. Strategic Partnerships and Open Innovation 11. Risk, Failure, and Learning in Innovation 12. Executive Innovation Challenge Project
<p>4.</p> <p>PPGD-VUCA 707 Cross-Cultural Communication & Virtual Collaboration (3 Credits)</p>	

	<p>Course Description This course prepares executives to navigate multicultural, remote, and hybrid work environments. Students will gain tools for effective cross-cultural communication, negotiation, and inclusive leadership. The course also addresses virtual collaboration technologies and strategies for leading distributed teams.</p> <p>Course Objectives</p> <ol style="list-style-type: none"> 1. Improve communication across cultures and geographies. 2. Lead inclusive and culturally intelligent teams. 3. Master tools for effective virtual collaboration. 4. Manage conflict and build trust in global teams. 5. Leverage diversity for innovation and impact. <p>Topics</p> <ol style="list-style-type: none"> 1. Foundations of Cross-Cultural Intelligence 2. Communication Styles and Cultural Frameworks 3. Barriers to Intercultural Understanding 4. Building Inclusive Virtual Teams 5. Tools for Remote and Hybrid Collaboration 6. Managing Time Zones and Asynchronous Work 7. Negotiation and Influence Across Cultures 8. Leading with Empathy and Perspective Taking 9. Conflict Resolution in Diverse Teams 10. Trust-Building and Accountability in Remote Work 11. Harnessing Diversity for Innovation 12. Case Studies in Global Leadership and Virtual Teams
5.	<p>PPGD-VUCA 709 Capstone Project I: VUCA Organisational Analysis (3 Credits)</p> <p>Course Description This applied capstone project allows students to synthesize and apply their learning by conducting an in-depth organizational analysis using VUCA frameworks. Students will diagnose challenges, map complexity, and develop recommendations to improve adaptive capacity. The project develops leadership insight, systems thinking, and strategic execution.</p> <p>Course Objectives</p> <ol style="list-style-type: none"> 1. Identify and frame real-world organizational challenges in VUCA contexts. 2. Apply adaptive leadership, systems thinking, and strategic vision tools. 3. Develop strategic recommendations and implementation pathways. 4. Strengthen presentation, writing, and executive influence skills. 5. Demonstrate reflective leadership and organizational insight. <p>Topics</p> <ol style="list-style-type: none"> 1. Capstone Orientation and Project Guidelines 2. Selecting a Case Organization and Defining Scope 3. Data Collection: Interviews, Documents, Systems Maps 4. Diagnosing Leadership and Cultural Dynamics 5. Mapping Complexity and Key Interdependencies

6. Identifying Strategic and Adaptive Challenges
7. Scenario Exploration and Strategic Options
8. Formulating VUCA-Responsive Recommendations
9. Engaging Stakeholders and Building Support
10. Communicating Insights with Impact
11. Peer Review and Iterative Feedback
12. Capstone Report Submission and Presentation

PPGD – VUCA COURSE SYLLABUS. – SECOND SEMESTER

1 PPGD-VUCA 702

Governance and Ethical Leadership (3 Credits)

Course Description

This course examines governance systems and ethical leadership practices required to guide organizations through volatile, uncertain, complex, and ambiguous environments. Participants explore how governance frameworks, board–management relations, and ethical decision-making influence organizational legitimacy, trust, and long-term performance. Emphasis is placed on values-based leadership, accountability, regulatory oversight, and navigating ethical dilemmas in high-pressure and rapidly changing contexts.

Course Objectives

1. Understand governance structures and their role in organizational effectiveness.
2. Analyze ethical challenges in leadership and decision-making.
3. Apply governance principles to complex and dynamic environments.
4. Strengthen values-based and responsible leadership practices.
5. Evaluate the role of boards, executives, and stakeholders in ethical governance.

Course Topics

1. Foundations of Corporate Governance in a VUCA World
2. Ethical Leadership and Values-Based Decision-Making
3. Governance Models and Board Effectiveness
4. Accountability, Transparency, and Compliance
5. Power, Politics, and Ethical Tensions in Organizations
6. Stakeholder Theory and Responsible Leadership
7. Risk Governance and Ethical Oversight
8. Corporate Culture, Integrity, and Trust
9. Regulatory Environments and Global Governance Challenges
10. Ethical Dilemmas and Executive Judgment

	<ol style="list-style-type: none"> 11. Governance Failures and Lessons from Case Studies 12. Executive Reflection on Ethical Leadership Practice
2	<p>PPGD–VUCA 704 Digital Strategy and Change Management (3 Credits)</p> <p>Course Description</p> <p>This course focuses on how leaders design and execute digital strategies to drive organizational transformation in rapidly evolving environments. Participants explore the strategic implications of digital technologies, data, and platforms while developing capabilities to lead change, manage resistance, and align digital initiatives with organizational goals. Emphasis is placed on adaptive change leadership and sustaining transformation in VUCA conditions.</p> <p>Course Objectives</p> <ol style="list-style-type: none"> 1. Understand the strategic role of digital technologies in transformation. 2. Develop digital strategies aligned with organizational vision. 3. Lead and manage change in technology-driven environments. 4. Address human, cultural, and structural dimensions of digital change. 5. Build organizational readiness for continuous digital evolution. <p>Course Topics</p> <ol style="list-style-type: none"> 1. Digital Transformation and Strategy Fundamentals 2. Technology Trends Shaping Organizations 3. Digital Business Models and Value Creation 4. Data, Analytics, and Strategic Decision-Making 5. Leading Digital Change and Transformation 6. Change Management Frameworks in VUCA Contexts 7. Culture, Mindsets, and Digital Adoption 8. Managing Resistance and Organizational Readiness 9. Agile and Adaptive Operating Models 10. Cybersecurity, Ethics, and Digital Risk 11. Measuring Digital Performance and Impact 12. Executive Case Study in Digital Transformation
3	<p>PPGD–VUCA 706 Crisis, Complexity & Risk Navigation (3 Credits)</p> <p>Course Description</p> <p>This course equips leaders with tools and frameworks to navigate crises, systemic risks, and complex disruptions. Participants examine how uncertainty, interdependencies, and rapid escalation shape leadership responses during crises. Emphasis is placed on anticipatory risk management, sense-making, resilience, and adaptive decision-making under pressure.</p> <p>Course Objectives</p> <ol style="list-style-type: none"> 1. Understand the nature of crises and systemic risk in VUCA environments. 2. Apply complexity thinking to crisis and risk management. 3. Strengthen leadership decision-making under extreme uncertainty.

	<p>4. Build organizational resilience and crisis preparedness.</p> <p>5. Lead recovery, learning, and adaptation after disruption.</p> <p>Course Topics</p> <ol style="list-style-type: none"> 1. Understanding Crisis and Complexity in Organizations 2. Types of Risk: Strategic, Operational, and Systemic 3. Early Warning Signals and Risk Anticipation 4. Sense-Making and Decision-Making Under Pressure 5. Leadership Roles During Crisis 6. Crisis Communication and Stakeholder Management 7. Managing Cascading and Interconnected Risks 8. Building Organizational and Leadership Resilience 9. Scenario Planning for Extreme Events 10. Post-Crisis Recovery and Organizational Learning 11. Case Studies in Crisis Leadership 12. Executive Crisis Simulation and Reflection
4	<p>PPGD-VUCA 708</p> <p>Leading Sustainable Impact and Innovation Ecosystems (3 Credits)</p> <p>Course Description</p> <p>This course explores how leaders design, influence, and sustain innovation ecosystems that generate long-term economic, social, and environmental value. Participants examine sustainability, stakeholder capitalism, and cross-sector collaboration through a systems lens. Emphasis is placed on ecosystem leadership, partnership building, and aligning innovation with purpose and impact in complex environments.</p> <p>Course Objectives</p> <ol style="list-style-type: none"> 1. Understand sustainability and impact within complex systems. 2. Apply ecosystem thinking to innovation and value creation. 3. Lead cross-sector and multi-stakeholder collaborations. 4. Align organizational strategy with sustainable development goals. 5. Measure and scale impact-driven innovation. <p>Course Topics</p> <ol style="list-style-type: none"> 1. Sustainability and Impact in a VUCA World 2. Innovation Ecosystems and Systems Thinking 3. Stakeholder Capitalism and Shared Value 4. Cross-Sector Partnerships and Collaboration 5. Policy, Regulation, and Sustainable Innovation 6. Financing Sustainable and Impact Ventures 7. Leadership Roles in Ecosystem Orchestration 8. Technology and Sustainability Transitions 9. Measuring Impact and ESG Performance 10. Scaling Sustainable Innovation 11. Global Case Studies in Impact Ecosystems 12. Executive Reflection on Sustainable Leadership

5	<p>PPGD-VUCA 710</p> <p>Capstone Project II: Strategic Execution and Leadership Pitch (3 Credits)</p> <p>Course Description</p> <p>This capstone course focuses on converting strategic insight into execution and executive-level influence. Building on Capstone Project I, participants refine their organizational analysis, develop actionable implementation roadmaps, and craft persuasive leadership narratives. Emphasis is placed on strategic execution, stakeholder alignment, and delivering a compelling leadership pitch suitable for board-level and investor audiences.</p> <p>Course Objectives</p> <ol style="list-style-type: none"> 1. Translate strategic analysis into executable initiatives. 2. Develop implementation plans responsive to VUCA conditions. 3. Strengthen leadership communication and influence skills. 4. Align stakeholders around strategic priorities. 5. Demonstrate integrative leadership and execution capability. <p>Course Topics</p> <ol style="list-style-type: none"> 1. Capstone Integration and Strategic Review 2. Refining Strategic Recommendations 3. Execution Planning and Milestone Design 4. Resource Allocation and Risk Mitigation 5. Leading Change and Strategic Alignment 6. Stakeholder Mapping and Engagement Strategies 7. Measuring Execution and Strategic Impact 8. Leadership Presence and Executive Storytelling 9. Crafting the Strategic Leadership Pitch 10. Pitching to Boards, Investors, and Senior Executives 11. Peer Review and Iterative Refinement 12. Final Capstone Presentation and Leadership Reflection
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