

Why Modern Managers Need Strategic Agility to Succeed in South Africa



The South African corporate landscape has undergone rapid change in recent years, rendering rigid, traditional management approaches far less effective.

Long-term five-year plans are no longer sufficient on their own, as managers must continually adapt to market shifts. From hybrid working environments to rapid technological shifts like AI, workplace dynamics are changing at speed. As a result, leaders can no longer view teams or operational plans as predictable variables – they need to stay responsive to emerging opportunities and obstacles.

Achieving this requires embracing adaptability as a core leadership style without losing sight of fundamental management principles.

“Strategic Agility isn’t about the absence of strategy; it is about remaining clear to one’s purpose while being flexible in how we achieve it,” explains Professor Cobus Oosthuizen, Dean of Postgraduate Studies at Boston City Campus.



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Real-World Skills Grounded in Proven Theory

At Boston City Campus, this shift in the business environment forms the foundation of modern management education. Emphasising Strategic Agility does not mean abandoning classic management frameworks. Core theoretical principles remain the necessary foundation for sound decision-making. The real challenge in the modern workplace lies in knowing how to apply these fundamentals within dynamic, real-world contexts.

“Our environment requires leaders who can work with management skills without becoming paralysed by them,” says Prof. Oosthuizen.

To bridge the gap between theory and practical execution, Boston structures its curricula around real-world business scenarios and case studies. For instance, programmes like the **Boston City Campus Postgraduate Diploma in Management** focus heavily on leading teams, managing performance, and analysing complex business environments with strategic clarity.

“For us, it is about more than transferring knowledge to our students – it is to develop the judgement that is required to use the knowledge that one acquired in a responsible way”, adds Prof. Oosthuizen.

The Importance of Responsible Leadership

Beyond speed and flexibility, modern leadership demands responsible action – an ethos embedded across Boston City Campus’s higher education qualifications. Strategic

decisions must balance immediate commercial gains with long-term sustainability and ethics.

“Strategic management is not only considering what is immediately profitable – it must also account for what is sustainable and responsible,” notes Prof. Oosthuizen.

Ethical decision-making and corporate responsibility now go hand-in-hand with daily operational choices, helping businesses avoid severe financial, operational, or reputational setbacks.

The **Boston City Campus Master of Business Administration (MBA)** highlights this integration by challenging students through business simulations, applied workplace projects, and reflective practice.

“Students are confronted with difficult decisions through simulations, workplace projects, and reflective journaling. They really have to not just apply their minds, but pour their moral being into each decision, says Prof. Oosthuizen.



Supporting Continuous Professional Development

As management styles evolve, balancing foundational theory with strategic adaptability remains essential for long-term career growth – whether for seasoned executives or emerging entrepreneurs.

In addition to the flexibility of working from anywhere, to further support working professionals upskilling across the country, Boston City Campus provides access to over 50 Support Centres nationwide offering study spaces and support services. These dedicated centres give students access to reliable internet, computer facilities,

administrative assistance, and a quiet learning environment designed to keep them on track throughout their academic journey.

“This conduit we provide to students, and through which they grow, enables them to do what they’re called to do in a responsible, agile and ethical way.” concludes Prof. Oosthuizen.