University of Pretoria Yearbook 2023

Gordon Institute of Business Science

Welcome to the Gordon Institute of Business Science

The **University of Pretoria's Gordon Institute of Business Science (GIBS)** is a leading business school in the heart of Illovo, Johannesburg, close to the Sandton business hub. We offer academic programmes as well as a wide range of executive courses which can be custom-designed to suit specific company needs. GIBS is a faculty of the University of Pretoria.

For further information please visit: www.GIBS.co.za.

Faculty regulations and information

The regulations for the degrees published here are subject to change and may be amended after the publication of this information.

The General Academic Regulations and General Student Rules apply to all faculties and registered students of the University, as well as all prospective students who have accepted an offer of a place at the University of Pretoria. On registering for a programme, the student bears the responsibility of ensuring that they familiarise themselves with the General Academic Regulations of the University applicable to their registration, as well as the relevant faculty-specific and programme-specific regulations and information as stipulated in the relevant yearbook. Ignorance concerning these regulations will not be accepted as an excuse for any transgression, or basis for an exception to any of the aforementioned regulations.

Please note: Due to the continuous restructuring of the Faculty and the accompanying phased-in introduction of modules and credits, some of the information in this publication may not fully reflect the most recent developments in the Faculty. Problems that are experienced as a result of this situation may be taken up with GIBS.

Application, selection and admission
Refer to General Academic Regulations A3, G1, G16, G31 and G42.

A selection procedure takes place prior to admission. Application forms are available at www.GIBS.co.za.

For further details refer to the GIBS student guidelines and regulations.

General
The Dean may authorise matters not provided for in the General Academic Regulations or in the GIBS regulations.

Amendment of regulations and fees
GIBS retains the right to amend the regulations and to change tuition fees without prior notification.

Please note: The fees advertised and thus levied in respect of a module or study programme presentation represents a combination of the costs associated with the formal services rendered (for example lectures, module material, field trips, simulations, etc.) as well as associated indirect overheads such as the provision of Information Centre and recreation facilities, security and cleaning services, electricity and water supply, etc. Therefore, the fees in respect of a module or study programme presentation cannot simply be reconciled with visible services that are rendered in respect of such module or study programme.

Registration and student status

For renewal of registration, refer to General Academic Regulations G3, G18, G32 and G44.
For cancellation of registration, refer to General Academic Regulations G4, G19, G32 and G45.
For further details refer to the GIBS student guidelines and regulations.

Examinations

i. A student is only admitted to an examination if the lecturer of that module in consultation with the Dean, certifies that the student has prepared satisfactorily in their work and complied with the attendance requirements. Class attendance in all modules and for the full duration of all programmes is compulsory for all students.
ii. The examination dates are set at the beginning of each year. Students must make arrangements with their organisations and/or employers in advance to be available on such dates since no alternative examination dates will be arranged. Should a student be unable to write an examination for reasons of serious illness, family crisis or unavoidable travel outside of South Africa, the Programme Manager must be informed in writing, preferably before the examination date or, failing that, within three business days of the examination.
iii. A written application for a special examination must be made to the Programme Manager, accompanied by proof of the reason for missing the examination (for example medical certificate, copy of passport, subpoena). The examination papers (or orals) are completely different to the original papers. The applicant will be informed of the dates during the year.

For further details refer to the GIBS student guidelines and regulations.

Pass requirements and subminimum in examinations

A final weighted average mark of at least 50% in a module is required to pass. A subminimum of 45% is required in the examination or examinable component for each module. Should the student fail to achieve the required subminimum, the student will be considered to have failed the module.

For further details refer to the GIBS student guidelines and regulations.

Special examinations

(Refer to General Academic Regulations G12, G26, G37, G38 and G49.)

A student who is prevented from writing the standard examination due to illness or other qualifying circumstances, may be granted permission by the dean to write a special examination in the particular module(s).

An application to write a special examination, accompanied by supporting documentation in the form of a medical certificate issued by a registered medical practitioner in the case of illness (see Section A21 for more information on medical certificates), or appropriate supporting documents in the case of other qualifying circumstances (see Section A22 for more information on affidavits), accompanied by a letter of motivation, must be submitted to the dean in the prescribed manner, within three days of the date of the particular examination that was not written. If an application could not be submitted on time, a late application supported by the required documentation and a valid reason or motivation must be submitted to the dean for consideration.For further details refer to the GIBS student guidelines and regulations.

General

It is the responsibility of all students to familiarise themselves with the General Academic and GIBS Regulations of the University, as well as the procedures, rules, and instructions pertaining to study at GIBS. Ignorance of the applicable regulations, rules and instructions, or the incorrect interpretation thereof will not be accepted as an excuse for not complying with the stipulations of such regulations, rules and instructions.

Application of old and new regulations

(Refer to General Academic Regulations G5, G20, G32 and G42.)

Subject to transitional measures laid down by GIBS, a student must complete his or her programme in accordance with the regulations that were applicable when he or she first registered for a specific field of study or specialisation. If a student interrupts his or her studies or changes a field of study or specialisation, the regulations applicable in the following year in which studies are resumed, or the field of study is changed, apply. For further details refer to the GIBS student guidelines and regulations.

Undergrad Diploma/Certificate

AdvDip in General Management (07121020)

Minimum duration of study	1 year

Admission requirements

1. Diploma (or equivalent) qualification (on NQF level 6)
2. Mathematics passed at NSC-level (or equivalent) **or**
3. Relevant work experience

Other programme-specific information

Refer to General Academic Regulations G1-G15.

Refer to the GIBS student guidelines and regulations.

The Dean has the right of authorisation regarding matters not provided for in the General Academic Regulations or the GIBS regulations.

Examinations and pass requirements

- The minimum pass mark for each prescribed module is 50%, provided that a subminimum of 45% has been obtained in the examination or an examined component.
- Students must complete all components in order to graduate.

Refer to the GIBS student guidelines and regulations.

Pass with distinction

Where a student has passed all modules on the first attempt and achieved an overall weighted average of 75% or above (not rounded) a distinction will be awarded.

General information

University of Pretoria Programme Qualification Mix (PQM) verification project

The higher education sector has undergone an extensive alignment to the Higher Education Qualification Sub-Framework (HEQF) across all institutions in South Africa. In order to comply with the HEQSF, all institutions are legally required to participate in a national initiative led by regulatory bodies such as the Department of Higher Education and Training (DHET), the Council on Higher Education (CHE), and the South African Qualifications Authority (SAQA). The University of Pretoria is presently engaged in an ongoing effort to align its qualifications and programmes with the HEQSF criteria. Current and prospective students should take note that changes to UP qualification and programme names, may occur as a result of the HEQSF initiative. Students are advised to contact their faculties if they have any questions.

Curriculum: Final year

Minimum credits: 120

Prescribed modules, and a compulsory action learning project are required.

Students must complete 4 electives of 9 credits each.

Core modules

Mastering the business environment 300 (GAD 300) - Credits: 11.00
Strategic financial management 301 (GAD 301) - Credits: 11.00
Strategic leadership and management 302 (GAD 302) - Credits: 11.00
Business strategy 303 (GAD 303) - Credits: 11.00
Strategic marketing 304 (GAD 304) - Credits: 10.00
Operational effectiveness 305 (GAD 305) - Credits: 10.00
Integrated action learning report 306 (GAD 306) - Credits: 20.00
Strategic project management 307 (GAD 307) - Credits: 9.00

Elective modules

Governance and ethics 308 (GAD 308) - Credits: 9.00
Strategic sales 309 (GAD 309) - Credits: 9.00
Building personal mastery 310 (GAD 310) - Credits: 9.00
Innovation, technology and knowledge management 311 (GAD 311) - Credits: 9.00
Leading change 312 (GAD 312) - Credits: 9.00
Strategic entrepreneurship 313 (GAD 313) - Credits: 9.00
Human resource strategy 314 (GAD 314) - Credits: 9.00
Sustainability 315 (GAD 315) - Credits: 9.00
Customer centricity 316 (GAD 316) - Credits: 9.00
Organisational behaviour 317 (GAD 317) - Credits: 9.00
Transformation 318 (GAD 318) - Credits: 9.00
Information technology 319 (GAD 319) - Credits: 9.00
Decision making 320 (GAD 320) - Credits: 9.00
Women in leadership 321 (GAD 321) - Credits: 9.00
Organisational risk 322 (GAD 322) - Credits: 9.00
Economics 323 (GAD 323) - Credits: 9.00
Integrated simulation 324 (GAD 324) - Credits: 9.00
Social and green entrepreneurship: origins and nature; future directions 325 (GAD 325) - Credits: 9.00
Funding the impact enterprise 326 (GAD 326) - Credits: 9.00
Business model design and development 327 (GAD 327) - Credits: 9.00
Building relationships and alliances 328 (GAD 328) - Credits: 9.00
Scaling the impact enterprise 329 (GAD 329) - Credits: 9.00
Monitoring and evaluation 330 (GAD 330) - Credits: 9.00

Postgrad Diploma/Certificate

PGDip (Business Administration) *General Management* (07221110)

Minimum duration of study	1 year

Admission requirements

1. Relevant bachelor's (or equivalent) degree
2. An admissions examination may be required

Other programme-specific information

Refer to General Academic Regulations G16-G29.

Refer to the GIBS student guidelines and regulations.

The Dean may authorise matters not provided for in the General Academic Regulations or in the GIBS regulations

Examinations and pass requirements

1. The minimum pass mark for each prescribed module is 50%.,provided that a subminimum of 45% has been obtained in the examination or an examined component
2. A candidate who has failed more than two modules may not continue with his/her studies for the diploma, except with the approval of the Dean.

Refer to the GIBS student guidelines and regulations.

General information

University of Pretoria Programme Qualification Mix (PQM) verification project

The higher education sector has undergone an extensive alignment to the Higher Education Qualification Sub-Framework (HEQF) across all institutions in South Africa. In order to comply with the HEQSF, all institutions are legally required to participate in a national initiative led by regulatory bodies such as the Department of Higher Education and Training (DHET), the Council on Higher Education (CHE), and the South African Qualifications Authority (SAQA). The University of Pretoria is presently engaged in an ongoing effort to align its qualifications and programmes with the HEQSF criteria. Current and prospective students should take note that changes to UP qualification and programme names, may occur as a result of the HEQSF initiative. Students are advised to contact their faculties if they have any questions.

Curriculum: Final year

Minimum credits: 120

Core modules

Applied business project 751 (GIA 751) - Credits: 20.00
Business communication for impact 753 (GIA 753) - Credits: 10.00
Research and statistics 785 (GIA 785) - Credits: 10.00
Financial accounting and management 780 (GIE 780) - Credits: 10.00
Microeconomics: Prices and markets 781 (GIE 781) - Credits: 10.00
Human resources strategy 782 (GIE 782) - Credits: 10.00

Human behaviour and performance 783 (GIE 783) - Credits: 10.00
Marketing 784 (GIE 784) - Credits: 10.00
Macroeconomics: National competitiveness 785 (GIE 785) - Credits: 10.00
Operations management 786 (GIE 786) - Credits: 10.00
Corporate finance techniques 788 (GIE 788) - Credits: 10.00

PGDip in Business Adminisitration (Business Studies) (07220112)

Minimum duration of study	1 year

Admission requirements

1. Relevant bachelor's (or equivalent) degree
2. An admissions examination may be required

Other programme-specific information

Refer to General Academic Regulations G16-G29.

Refer to the GIBS student guidelines and regulations.

The Dean may authorise matters not provided for in the General Academic Regulations or in the GIBS regulations

Examinations and pass requirements

1. The minimum pass mark for each prescribed module is 50%.,provided that a subminimum of 45% has been obtained in the examination or an examined component
2. A candidate who has failed more than two modules may not continue with his/her studies for the diploma, except with the approval of the Dean.

Refer to the GIBS student guidelines and regulations.

General information

University of Pretoria Programme Qualification Mix (PQM) verification project

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Curriculum: Final year

Minimum credits: 120

Core modules

Business dynamics in context 792 (GIA 792) - Credits: 8.00
Principles of quantitative research 793 (GIA 793) - Credits: 16.00

Principles of qualitative research 794 (GIA 794) - Credits: 16.00
Research design 795 (GIA 795) - Credits: 16.00
Thematic studies module 1 796 (GIA 796) - Credits: 14.00
Thematic studies module 2 797 (GIA 797) - Credits: 14.00
Thematic studies module 3 798 (GIA 798) - Credits: 14.00
Integrative research 799 (GIA 799) - Credits: 22.00

PGDip in Business Administration *with specialisation in General Management* (07220210)

Minimum duration of study	1 year

Other programme-specific information

Refer to General Academic Regulations G16-G29.

Refer to the GIBS student guidelines and regulations.

The Dean may authorise matters not provided for in the General Academic Regulations or in the GIBS regulations

Examinations and pass requirements

1. The minimum pass mark for each prescribed module is 50%.,provided that a subminimum of 45% has been obtained in the examination or an examined component
2. A candidate who has failed more than two modules may not continue with his/her studies for the diploma, except with the approval of the Dean.

Refer to the GIBS student guidelines and regulations.

General information

University of Pretoria Programme Qualification Mix (PQM) verification project

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Curriculum: Final year

Minimum credits: 120

Core modules

Applied business project 751 (GIA 751) - Credits: 20.00
Business communication for impact 753 (GIA 753) - Credits: 10.00
Research and statistics 785 (GIA 785) - Credits: 10.00
Financial accounting and management 780 (GIE 780) - Credits: 10.00
Microeconomics: Prices and markets 781 (GIE 781) - Credits: 10.00

Human resources strategy 782 (GIE 782) - Credits: 10.00
Human behaviour and performance 783 (GIE 783) - Credits: 10.00
Marketing 784 (GIE 784) - Credits: 10.00
Macroeconomics: National competitiveness 785 (GIE 785) - Credits: 10.00
Operations management 786 (GIE 786) - Credits: 10.00
Corporate finance techniques 788 (GIE 788) - Credits: 10.00

PGDip in Business Administration (07220111)

Minimum duration of study	1 year

Admission requirements

1. Relevant bachelor's (or equivalent) degree
2. An admissions examination may be required

Other programme-specific information

Refer to General Academic Regulations G16-G29.

Refer to the GIBS student guidelines and regulations.

The Dean may authorise matters not provided for in the General Academic Regulations or in the GIBS regulations

Examinations and pass requirements

1. The minimum pass mark for each prescribed module is 50%.,provided that a subminimum of 45% has been obtained in the examination or an examined component
2. A candidate who has failed more than two modules may not continue with his/her studies for the diploma, except with the approval of the Dean.

Refer to the GIBS student guidelines and regulations.

General information

University of Pretoria Programme Qualification Mix (PQM) verification project

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Curriculum: Final year

Minimum credits: 120

Students need to select elective modules to the value of 40 credits. Students must contact the Faculty Administration to establish which electives are being offered.

Core modules

Innovation and critical thinking 780 (GIA 780) - Credits: 10.00
Economics: Prices and markets 782 (GIA 782) - Credits: 10.00
Financial accounting 783 (GIA 783) - Credits: 10.00
Management accounting 784 (GIA 784) - Credits: 10.00
Organisational behaviour 786 (GIA 786) - Credits: 10.00
Human resource strategy 787 (GIA 787) - Credits: 10.00
Marketing 789 (GIA 789) - Credits: 10.00
Macro-economics 781 (GIB 781) - Credits: 10.00
Information and knowledge management 785 (GIB 785) - Credits: 5.00
Operations management 780 (GIC 780) - Credits: 10.00
Integrating structures and processes 781 (GIC 781) - Credits: 10.00
Ethics and sustainability 785 (GIC 785) - Credits: 5.00
Entrepreneurship 786 (GIC 786) - Credits: 10.00

PGDip in Business Administration (07220113)

Minimum duration of study	1 year

Admission requirements

1. Relevant bachelor's (or equivalent) degree
2. An admissions examination may be required

Other programme-specific information

Refer to General Academic Regulations G16-G29.

Refer to the GIBS student guidelines and regulations.

The Dean may authorise matters not provided for in the General Academic Regulations or in the GIBS regulations

Examinations and pass requirements

1. The minimum pass mark for each prescribed module is 50%.,provided that a subminimum of 45% has been obtained in the examination or an examined component
2. A candidate who has failed more than two modules may not continue with his/her studies for the diploma, except with the approval of the Dean.

Refer to the GIBS student guidelines and regulations.

General information

University of Pretoria Programme Qualification Mix (PQM) verification project

The higher education sector has undergone an extensive alignment to the Higher Education Qualification Sub-Framework (HEQF) across all institutions in South Africa. In order to comply with the HEQSF, all institutions are legally required to participate in a national initiative led by regulatory bodies such as the Department of Higher Education and Training (DHET), the Council on Higher Education (CHE), and the South African Qualifications Authority (SAQA). The University of Pretoria is presently engaged in an ongoing effort to align its qualifications and programmes with the HEQSF criteria. Current and prospective students should take note that changes to UP

qualification and programme names, may occur as a result of the HEQSF initiative. Students are advised to contact their faculties if they have any questions.

Curriculum: Final year

Minimum credits: 120

Students need to select elective modules to the value of 40 credits. Students must contact the Faculty Administration to establish which electives are being offered.

Core modules

Innovation and critical thinking 780 (GIA 780) - Credits: 10.00
Economics: Prices and markets 782 (GIA 782) - Credits: 10.00
Financial accounting 783 (GIA 783) - Credits: 10.00
Management accounting 784 (GIA 784) - Credits: 10.00
Organisational behaviour 786 (GIA 786) - Credits: 10.00
Human resource strategy 787 (GIA 787) - Credits: 10.00
Marketing 789 (GIA 789) - Credits: 10.00
Work integrated learning 780 (GIB 780) - Credits: 0.00
Macro-economics 781 (GIB 781) - Credits: 10.00
Information and knowledge management 785 (GIB 785) - Credits: 5.00
Operations management 780 (GIC 780) - Credits: 10.00
Integrating structures and processes 781 (GIC 781) - Credits: 10.00
Ethics and sustainability 785 (GIC 785) - Credits: 5.00
Entrepreneurship 786 (GIC 786) - Credits: 10.00

Master's

Master of Administration full-time [MBA] (07254009)

Minimum duration of study	1 year

Admission requirements

1. Relevant honours (or equivalent) degree
2. Mathematics passed at NSC-level (or equivalent)
   or
3. Mathematics or Statistics or Mathematical Statistics passed at first year-level
4. Relevant work experience

General information

University of Pretoria Programme Qualification Mix (PQM) verification project

The higher education sector has undergone an extensive alignment to the Higher Education Qualification Sub-Framework (HEQF) across all institutions in South Africa. In order to comply with the HEQSF, all institutions are legally required to participate in a national initiative led by regulatory bodies such as the Department of Higher Education and Training (DHET), the Council on Higher Education (CHE), and the South African Qualifications Authority (SAQA). The University of Pretoria is presently engaged in an ongoing effort to align its qualifications and programmes with the HEQSF criteria. Current and prospective students should take note that changes to UP qualification and programme names, may occur as a result of the HEQSF initiative. Students are advised to contact their faculties if they have any questions.

Curriculum: Final year

Minimum credits: 180

Faculty Administration may use the following codes to distinguish between student cohorts:
07254008, 07254010, 07254011, 07254012

Students must complete 5 electives from the list provided. The total number of credits for electives modules must be 30. Please contact the faculty to confirm the availability of elective modules.

A student will choose one of the 3 mini-dissertation, subject to their focus area of study.

Core modules

Global module 873 (GIA 873) - Credits: 5.00
Financial and management accounting 811 (GIB 811) - Credits: 10.00
Human resource strategy 812 (GIB 812) - Credits: 10.00
Marketing 813 (GIB 813) - Credits: 10.00
Operations management 814 (GIB 814) - Credits: 10.00
Integrated business simulation 852 (GIB 852) - Credits: 5.00
Global business strategy 861 (GIB 861) - Credits: 0.00
Decision making 862 (GIB 862) - Credits: 12.00

Leadership 843 (GIF 843) - Credits: 12.00
Innovation and design 844 (GIF 844) - Credits: 12.00
Environment of business 846 (GIF 846) - Credits: 12.00
Strategic implementation 854 (GIF 854) - Credits: 12.00
Mini-dissertation: Applied business analysis and research 803 (GMD 803) - Credits: 45.00
Mini-dissertation: Entrepreneurship portfolio 804 (GMD 804) - Credits: 45.00
Mini-dissertation: Consulting portfolio 805 (GMD 805) - Credits: 45.00

Elective modules

Employee happiness and wellbeing: a strategy and responsibility 861 (GIJ 861) - Credits: 6.00
Personal resilience 862 (GIJ 862) - Credits: 6.00
Behaviour science for business impact 863 (GIJ 863) - Credits: 6.00
Crucial conversations 864 (GIJ 864) - Credits: 6.00
Negotiation and deal-making 865 (GIJ 865) - Credits: 6.00
Integrative leadership for public private collaboration towards partnerships 866 (GIJ 866) - Credits: 6.00
State capture, corruption and ethical leadership 867 (GIJ 867) - Credits: 6.00
International corporate management business simulation 868 (GIJ 868) - Credits: 6.00
The UN sustainable development goals: partnering to deliver shared value 869 (GIJ 869) - Credits: 6.00
Strategy and innovation 870 (GIJ 870) - Credits: 6.00
Effectual intelligence for management consultants 871 (GIJ 871) - Credits: 6.00
Impact investing 872 (GIJ 872) - Credits: 6.00
Entrepreneurial finance 873 (GIJ 873) - Credits: 6.00
Entrepreneurial marketing 874 (GIJ 874) - Credits: 6.00
New venture creation 875 (GIJ 875) - Credits: 6.00
Social entrepreneurship and measuring impact 876 (GIJ 876) - Credits: 6.00
Digital disruption 877 (GIJ 877) - Credits: 6.00
Dynamic innovation 878 (GIJ 878) - Credits: 6.00
Fourth industrial revolution 879 (GIJ 879) - Credits: 6.00
Contextual leadership intelligence 880 (GIJ 880) - Credits: 6.00
Mindful leader 881 (GIJ 881) - Credits: 6.00
Strategic supply management 882 (GIJ 882) - Credits: 6.00
Africa in 2050: betting on ourselves 883 (GIJ 883) - Credits: 6.00
Global business strategy: global economics & international business risk 884 (GIJ 884) - Credits: 6.00
Mastering strategic foresight 885 (GIJ 885) - Credits: 6.00

Master of Administration modular [MBA] (07254010)

Minimum duration of study	1 year

Programme information

Refer to General Academic Regulations G30-G41.

Refer to the GIBS student guidelines and regulations.

The Dean may authorise matters not provided for in the General Academic Regulations or in the GIBS regulations.

Admission requirements

1. Relevant honours (or equivalent) degree
2. Mathematics passed at NSC-level (or equivalent)
   or
3. Mathematics or Statistics or Mathematical Statistics passed at first year-level
4. Relevant work experience

Other programme-specific information

Students are required to complete 5 electives of 6 credits each during the final year of study. More information on electives will be shared in class.

Refer to the GIBS student guidelines and regulations

Examinations and pass requirements

1. The minimum pass mark for each module is 50%, provided that a subminimum of 45% has been obtained in the examination or an examined component. The minimum pass mark for the research project is 50%.
2. A candidate who has failed more than two core modules may not continue his studies for the MBA degree, except with the approval of the Dean.
3. Should a candidate fail an elective module, he/she may repeat the elective module or an equivalent as determined by the Dean.

Refer to the GIBS student guidelines and regulations.

General information

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Curriculum: Final year

Minimum credits: 180

Students must complete 5 electives from the list provided. The total number of credits for electives modules must be 30. Please contact the faculty to confirm the availability of elective modules.

Core modules

Global module 873 (GIA 873) - Credits: 5.00
Financial and management accounting 811 (GIB 811) - Credits: 10.00
Human resource strategy 812 (GIB 812) - Credits: 10.00

Marketing 813 (GIB 813) - Credits: 10.00
Operations management 814 (GIB 814) - Credits: 10.00
Integrated business simulation 852 (GIB 852) - Credits: 5.00
Global business strategy 861 (GIB 861) - Credits: 0.00
Decision making 862 (GIB 862) - Credits: 12.00
Leadership 843 (GIF 843) - Credits: 12.00
Innovation and design 844 (GIF 844) - Credits: 12.00
Environment of business 846 (GIF 846) - Credits: 12.00
Strategic implementation 854 (GIF 854) - Credits: 12.00
Mini-dissertation: Applied business analysis and research 803 (GMD 803) - Credits: 45.00
Mini-dissertation: Entrepreneurship portfolio 804 (GMD 804) - Credits: 45.00
Mini-dissertation: Consulting portfolio 805 (GMD 805) - Credits: 45.00

Elective modules

Gamification: create change through persuasive system design 825 (GIG 825) - Credits: 6.00
Managerial coaching for effective strategy implementation and change leadership 826 (GIG 826) - Credits: 6.00
Managing business risk: building a resilient supply chain in a turbulent world 827 (GIG 827) - Credits: 6.00
Socio-economic development: how to work with government 828 (GIG 828) - Credits: 6.00
Sustainable supply chains with economic value 829 (GIG 829) - Credits: 6.00
Mastering conversations about race in the workplace 830 (GIG 830) - Credits: 6.00
Engaging with contemporary African contexts 831 (GIG 831) - Credits: 6.00
Critical thinking 832 (GIG 832) - Credits: 6.00
Entrepreneurship from the inside-out 833 (GIG 833) - Credits: 6.00
Green entrepreneurship 834 (GIG 834) - Credits: 6.00
Rwanda at the frontier of entrepreneurship, innovation and technology 835 (GIG 835) - Credits: 6.00
Building thriving teams for change 836 (GIG 836) - Credits: 6.00
The change makers: lessons from history for a complex world 837 (GIG 837) - Credits: 6.00
Ethical leadership 838 (GIG 838) - Credits: 6.00
The business case for manufacturing in Africa 839 (GIG 839) - Credits: 6.00
Wicked problems: the strategy in time for degrowth 840 (GIG 840) - Credits: 6.00
Behavioural finance 841 (GIG 841) - Credits: 6.00
Employee happiness and wellbeing: a strategy and responsibility 861 (GIJ 861) - Credits: 6.00
Personal resilience 862 (GIJ 862) - Credits: 6.00
Behaviour science for business impact 863 (GIJ 863) - Credits: 6.00
Crucial conversations 864 (GIJ 864) - Credits: 6.00
Negotiation and deal-making 865 (GIJ 865) - Credits: 6.00
Integrative leadership for public private collaboration towards partnerships 866 (GIJ 866) - Credits: 6.00
State capture, corruption and ethical leadership 867 (GIJ 867) - Credits: 6.00
International corporate management business simulation 868 (GIJ 868) - Credits: 6.00
The UN sustainable development goals: partnering to deliver shared value 869 (GIJ 869) - Credits: 6.00
Strategy and innovation 870 (GIJ 870) - Credits: 6.00
Effectual intelligence for management consultants 871 (GIJ 871) - Credits: 6.00
Impact investing 872 (GIJ 872) - Credits: 6.00
Entrepreneurial finance 873 (GIJ 873) - Credits: 6.00
Entrepreneurial marketing 874 (GIJ 874) - Credits: 6.00
New venture creation 875 (GIJ 875) - Credits: 6.00
Social entrepreneurship and measuring impact 876 (GIJ 876) - Credits: 6.00

Digital disruption 877 (GIJ 877) - Credits: 6.00
Dynamic innovation 878 (GIJ 878) - Credits: 6.00
Fourth industrial revolution 879 (GIJ 879) - Credits: 6.00
Contextual leadership intelligence 880 (GIJ 880) - Credits: 6.00
Mindful leader 881 (GIJ 881) - Credits: 6.00
Strategic supply management 882 (GIJ 882) - Credits: 6.00
Africa in 2050: betting on ourselves 883 (GIJ 883) - Credits: 6.00
Global business strategy: global economics & international business risk 884 (GIJ 884) - Credits: 6.00
Mastering strategic foresight 885 (GIJ 885) - Credits: 6.00

Master of Administration part-time [MBA] (07254008)

Minimum duration of study	1 year

Programme information

Refer to General Academic Regulations G30-G41.

Refer to the GIBS student guidelines and regulations.

The Dean may authorise matters not provided for in the General Academic Regulations or in the GIBS regulations.

Admission requirements

1. Relevant honours (or equivalent) degree
2. Mathematics passed at NSC-level (or equivalent)
   or
3. Mathematics or Statistics or Mathematical Statistics passed at first year-level
4. Relevant work experience

Other programme-specific information

Students are required to complete 5 electives of 6 credits each during the final year of study. More information on electives will be shared in class.

Refer to the GIBS student guidelines and regulations.

Examinations and pass requirements

1. The minimum pass mark for each module is 50%, provided that a subminimum of 45% has been obtained in the examination or an examined component. The minimum pass mark for the research project is 50%.
2. A candidate who has failed more than two core modules may not continue his studies for the MBA degree, except with the approval of the Dean.
3. Should a candidate fail an elective module, he/she may repeat the elective module or an equivalent as determined by the Dean.

Refer to the GIBS student guidelines and regulations.

General information

University of Pretoria Programme Qualification Mix (PQM) verification project

The higher education sector has undergone an extensive alignment to the Higher Education Qualification Sub-Framework (HEQF) across all institutions in South Africa. In order to comply with the HEQSF, all institutions are legally required to participate in a national initiative led by regulatory bodies such as the Department of Higher Education and Training (DHET), the Council on Higher Education (CHE), and the South African Qualifications Authority (SAQA). The University of Pretoria is presently engaged in an ongoing effort to align its qualifications and programmes with the HEQSF criteria. Current and prospective students should take note that changes to UP qualification and programme names, may occur as a result of the HEQSF initiative. Students are advised to contact their faculties if they have any questions.

Curriculum: Final year

Minimum credits: 180

Faculty Administration may use the following codes to distinguish between student cohorts:
07254009, 07254010, 07254011, 07254012

Students must complete 5 electives from the list provided. The total number of credits for electives modules must be 30. Please contact the faculty to confirm the availability of elective modules.

A student will choose one of the 3 mini-dissertation, subject to their focus area of study.

Core modules

Global module 873 (GIA 873) - Credits: 5.00
Financial and management accounting 811 (GIB 811) - Credits: 10.00
Human resource strategy 812 (GIB 812) - Credits: 10.00
Marketing 813 (GIB 813) - Credits: 10.00
Operations management 814 (GIB 814) - Credits: 10.00
Integrated business simulation 852 (GIB 852) - Credits: 5.00
Global business strategy 861 (GIB 861) - Credits: 0.00
Decision making 862 (GIB 862) - Credits: 12.00
Leadership 843 (GIF 843) - Credits: 12.00
Innovation and design 844 (GIF 844) - Credits: 12.00
Environment of business 846 (GIF 846) - Credits: 12.00
Strategic implementation 854 (GIF 854) - Credits: 12.00
Mini-dissertation: Applied business analysis and research 803 (GMD 803) - Credits: 45.00
Mini-dissertation: Entrepreneurship portfolio 804 (GMD 804) - Credits: 45.00
Mini-dissertation: Consulting portfolio 805 (GMD 805) - Credits: 45.00

Elective modules

Gamification: create change through persuasive system design 825 (GIG 825) - Credits: 6.00
Managerial coaching for effective strategy implementation and change leadership 826 (GIG 826) - Credits: 6.00
Managing business risk: building a resilient supply chain in a turbulent world 827 (GIG 827) - Credits: 6.00
Socio-economic development: how to work with government 828 (GIG 828) - Credits: 6.00
Sustainable supply chains with economic value 829 (GIG 829) - Credits: 6.00
Mastering conversations about race in the workplace 830 (GIG 830) - Credits: 6.00
Engaging with contemporary African contexts 831 (GIG 831) - Credits: 6.00
Critical thinking 832 (GIG 832) - Credits: 6.00
Entrepreneurship from the inside-out 833 (GIG 833) - Credits: 6.00

Green entrepreneurship 834 (GIG 834) - Credits: 6.00
Rwanda at the frontier of entrepreneurship, innovation and technology 835 (GIG 835) - Credits: 6.00
Building thriving teams for change 836 (GIG 836) - Credits: 6.00
The change makers: lessons from history for a complex world 837 (GIG 837) - Credits: 6.00
Ethical leadership 838 (GIG 838) - Credits: 6.00
The business case for manufacturing in Africa 839 (GIG 839) - Credits: 6.00
Wicked problems: the strategy in time for degrowth 840 (GIG 840) - Credits: 6.00
Behavioural finance 841 (GIG 841) - Credits: 6.00
Employee happiness and wellbeing: a strategy and responsibility 861 (GIJ 861) - Credits: 6.00
Personal resilience 862 (GIJ 862) - Credits: 6.00
Behaviour science for business impact 863 (GIJ 863) - Credits: 6.00
Crucial conversations 864 (GIJ 864) - Credits: 6.00
Negotiation and deal-making 865 (GIJ 865) - Credits: 6.00
Integrative leadership for public private collaboration towards partnerships 866 (GIJ 866) - Credits: 6.00
State capture, corruption and ethical leadership 867 (GIJ 867) - Credits: 6.00
International corporate management business simulation 868 (GIJ 868) - Credits: 6.00
The UN sustainable development goals: partnering to deliver shared value 869 (GIJ 869) - Credits: 6.00
Strategy and innovation 870 (GIJ 870) - Credits: 6.00
Effectual intelligence for management consultants 871 (GIJ 871) - Credits: 6.00
Impact investing 872 (GIJ 872) - Credits: 6.00
Entrepreneurial finance 873 (GIJ 873) - Credits: 6.00
Entrepreneurial marketing 874 (GIJ 874) - Credits: 6.00
New venture creation 875 (GIJ 875) - Credits: 6.00
Social entrepreneurship and measuring impact 876 (GIJ 876) - Credits: 6.00
Digital disruption 877 (GIJ 877) - Credits: 6.00
Dynamic innovation 878 (GIJ 878) - Credits: 6.00
Fourth industrial revolution 879 (GIJ 879) - Credits: 6.00
Contextual leadership intelligence 880 (GIJ 880) - Credits: 6.00
Mindful leader 881 (GIJ 881) - Credits: 6.00
Strategic supply management 882 (GIJ 882) - Credits: 6.00
Africa in 2050: betting on ourselves 883 (GIJ 883) - Credits: 6.00
Global business strategy: global economics & international business risk 884 (GIJ 884) - Credits: 6.00
Mastering strategic foresight 885 (GIJ 885) - Credits: 6.00

MPhil (Business Management) (*Change Leadership*) (Coursework) (07254018)

Minimum duration of study	1 year

Programme information

The degree comprises the writing of a mini-dissertation and coursework.

Full particulars of the degree programme are contained in a brochure which is available from the departmental website.

Admission requirements

1. Relevant honours (or equivalent) degree

or
2. Relevant postgraduate diploma

Other programme-specific information

Refer to General Academic Regulations G30-G41.

Refer to the GIBS student guidelines and regulations.

The Dean may authorise matters not provided for in the General Academic Regulations or in the GIBS regulations

Examinations and pass requirements

1. The minimum pass mark for each prescribed module is 50%, provided that a subminimum of 45% has been obtained in the examination or an examined component.
2. A candidate who has failed more than two core modules may not continue with their studies for the degree, except with the approval of the Dean.

Refer to the GIBS student guidelines and regulations.

General information

University of Pretoria Programme Qualification Mix (PQM) verification project

The higher education sector has undergone an extensive alignment to the Higher Education Qualification Sub-Framework (HEQF) across all institutions in South Africa. In order to comply with the HEQSF, all institutions are legally required to participate in a national initiative led by regulatory bodies such as the Department of Higher Education and Training (DHET), the Council on Higher Education (CHE), and the South African Qualifications Authority (SAQA). The University of Pretoria is presently engaged in an ongoing effort to align its qualifications and programmes with the HEQSF criteria. Current and prospective students should take note that changes to UP qualification and programme names, may occur as a result of the HEQSF initiative. Students are advised to contact their faculties if they have any questions.

Curriculum: Final year

Minimum credits: 180

Students must complete 5 electives from the list provided. The total number of credits for elective modules must be 50. Please contact the faculty to confirm the availability of elective modules.

Core modules

Contextual disruption and business strategy 811 (GIG 811) - Credits: 12.00
The evolving organisation 812 (GIG 812) - Credits: 12.00
Leading innovation and organisational change 813 (GIG 813) - Credits: 15.00
Developing self and others 814 (GIG 814) - Credits: 21.00
Advanced research methods 815 (GIG 815) - Credits: 15.00
Mini-dissertation: Change leadership 801 (GMD 801) - Credits: 81.00

Elective modules

Gamification: create change through persuasive system design 825 (GIG 825) - Credits: 6.00
Managerial coaching for effective strategy implementation and change leadership 826 (GIG 826) - Credits: 6.00
Managing business risk: building a resilient supply chain in a turbulent world 827 (GIG 827) - Credits: 6.00

Socio-economic development: how to work with government 828 (GIG 828) - Credits: 6.00
Sustainable supply chains with economic value 829 (GIG 829) - Credits: 6.00
Mastering conversations about race in the workplace 830 (GIG 830) - Credits: 6.00
Engaging with contemporary African contexts 831 (GIG 831) - Credits: 6.00
Critical thinking 832 (GIG 832) - Credits: 6.00
Entrepreneurship from the inside-out 833 (GIG 833) - Credits: 6.00
Green entrepreneurship 834 (GIG 834) - Credits: 6.00
Rwanda at the frontier of entrepreneurship, innovation and technology 835 (GIG 835) - Credits: 6.00
Building thriving teams for change 836 (GIG 836) - Credits: 6.00
The change makers: lessons from history for a complex world 837 (GIG 837) - Credits: 6.00
Ethical leadership 838 (GIG 838) - Credits: 6.00
The business case for manufacturing in Africa 839 (GIG 839) - Credits: 6.00
Wicked problems: the strategy in time for degrowth 840 (GIG 840) - Credits: 6.00
Behavioural finance 841 (GIG 841) - Credits: 6.00
Employee happiness and wellbeing: a strategy and responsibility 861 (GIJ 861) - Credits: 6.00
Personal resilience 862 (GIJ 862) - Credits: 6.00
Behaviour science for business impact 863 (GIJ 863) - Credits: 6.00
Crucial conversations 864 (GIJ 864) - Credits: 6.00
Negotiation and deal-making 865 (GIJ 865) - Credits: 6.00
Integrative leadership for public private collaboration towards partnerships 866 (GIJ 866) - Credits: 6.00
State capture, corruption and ethical leadership 867 (GIJ 867) - Credits: 6.00
International corporate management business simulation 868 (GIJ 868) - Credits: 6.00
The UN sustainable development goals: partnering to deliver shared value 869 (GIJ 869) - Credits: 6.00
Strategy and innovation 870 (GIJ 870) - Credits: 6.00
Effectual intelligence for management consultants 871 (GIJ 871) - Credits: 6.00
Impact investing 872 (GIJ 872) - Credits: 6.00
Entrepreneurial finance 873 (GIJ 873) - Credits: 6.00
Entrepreneurial marketing 874 (GIJ 874) - Credits: 6.00
New venture creation 875 (GIJ 875) - Credits: 6.00
Social entrepreneurship and measuring impact 876 (GIJ 876) - Credits: 6.00
Digital disruption 877 (GIJ 877) - Credits: 6.00
Dynamic innovation 878 (GIJ 878) - Credits: 6.00
Fourth industrial revolution 879 (GIJ 879) - Credits: 6.00
Contextual leadership intelligence 880 (GIJ 880) - Credits: 6.00
Mindful leader 881 (GIJ 881) - Credits: 6.00
Strategic supply management 882 (GIJ 882) - Credits: 6.00
Africa in 2050: betting on ourselves 883 (GIJ 883) - Credits: 6.00
Global business strategy: global economics & international business risk 884 (GIJ 884) - Credits: 6.00
Mastering strategic foresight 885 (GIJ 885) - Credits: 6.00

MPhil (Business Management) (*Corporate Strategy)* (Coursework) (07254016)

Minimum duration of study	1 year

Programme information

The degree comprises the writing of a mini-dissertation and coursework.

Full particulars of the degree programme are contained in a brochure which is available from the departmental website.

Admission requirements

1. Relevant honours (or equivalent) degree
   or
2. Relevant postgraduate diploma

Other programme-specific information

Refer to General Academic Regulations G30-G41.

Refer to the GIBS student guidelines and regulations.

The Dean may authorise matters not provided for in the General Academic Regulations or in the GIBS regulations

Examinations and pass requirements

1. The minimum pass mark for each prescribed module is 50%, provided that a subminimum of 45% has been obtained in the examination or an examined component.
2. A candidate who has failed more than two core modules may not continue with their studies for the degree, except with the approval of the Dean.

Refer to the GIBS student guidelines and regulations.

General information

University of Pretoria Programme Qualification Mix (PQM) verification project

The higher education sector has undergone an extensive alignment to the Higher Education Qualification Sub-Framework (HEQF) across all institutions in South Africa. In order to comply with the HEQSF, all institutions are legally required to participate in a national initiative led by regulatory bodies such as the Department of Higher Education and Training (DHET), the Council on Higher Education (CHE), and the South African Qualifications Authority (SAQA). The University of Pretoria is presently engaged in an ongoing effort to align its qualifications and programmes with the HEQSF criteria. Current and prospective students should take note that changes to UP qualification and programme names, may occur as a result of the HEQSF initiative. Students are advised to contact their faculties if they have any questions.

Curriculum: Final year

Minimum credits: 180

Students must complete 4 electives from the list provided. The total number of credits for electives modules must be 24. Please contact the faculty to confirm the availability of elective modules.

Core modules

Strategic management 850 (GIJ 850) - Credits: 15.00
Strategic foresight 851 (GIJ 851) - Credits: 15.00
Strategic leadership 852 (GIJ 852) - Credits: 15.00
Environment of business 853 (GIJ 853) - Credits: 15.00
Research methodology 854 (GIJ 854) - Credits: 15.00

Mini-dissertation: Corporate strategy 860 (GIJ 860) - Credits: 81.00

Elective modules

Gamification: create change through persuasive system design 825 (GIG 825) - Credits: 6.00
Managerial coaching for effective strategy implementation and change leadership 826 (GIG 826) - Credits: 6.00
Managing business risk: building a resilient supply chain in a turbulent world 827 (GIG 827) - Credits: 6.00
Socio-economic development: how to work with government 828 (GIG 828) - Credits: 6.00
Sustainable supply chains with economic value 829 (GIG 829) - Credits: 6.00
Mastering conversations about race in the workplace 830 (GIG 830) - Credits: 6.00
Engaging with contemporary African contexts 831 (GIG 831) - Credits: 6.00
Critical thinking 832 (GIG 832) - Credits: 6.00
Entrepreneurship from the inside-out 833 (GIG 833) - Credits: 6.00
Green entrepreneurship 834 (GIG 834) - Credits: 6.00
Rwanda at the frontier of entrepreneurship, innovation and technology 835 (GIG 835) - Credits: 6.00
Building thriving teams for change 836 (GIG 836) - Credits: 6.00
The change makers: lessons from history for a complex world 837 (GIG 837) - Credits: 6.00
Ethical leadership 838 (GIG 838) - Credits: 6.00
The business case for manufacturing in Africa 839 (GIG 839) - Credits: 6.00
Wicked problems: the strategy in time for degrowth 840 (GIG 840) - Credits: 6.00
Behavioural finance 841 (GIG 841) - Credits: 6.00
Employee happiness and wellbeing: a strategy and responsibility 861 (GIJ 861) - Credits: 6.00
Personal resilience 862 (GIJ 862) - Credits: 6.00
Behaviour science for business impact 863 (GIJ 863) - Credits: 6.00
Crucial conversations 864 (GIJ 864) - Credits: 6.00
Negotiation and deal-making 865 (GIJ 865) - Credits: 6.00
Integrative leadership for public private collaboration towards partnerships 866 (GIJ 866) - Credits: 6.00
State capture, corruption and ethical leadership 867 (GIJ 867) - Credits: 6.00
International corporate management business simulation 868 (GIJ 868) - Credits: 6.00
The UN sustainable development goals: partnering to deliver shared value 869 (GIJ 869) - Credits: 6.00
Strategy and innovation 870 (GIJ 870) - Credits: 6.00
Effectual intelligence for management consultants 871 (GIJ 871) - Credits: 6.00
Impact investing 872 (GIJ 872) - Credits: 6.00
Entrepreneurial finance 873 (GIJ 873) - Credits: 6.00
Entrepreneurial marketing 874 (GIJ 874) - Credits: 6.00
New venture creation 875 (GIJ 875) - Credits: 6.00
Social entrepreneurship and measuring impact 876 (GIJ 876) - Credits: 6.00
Digital disruption 877 (GIJ 877) - Credits: 6.00
Dynamic innovation 878 (GIJ 878) - Credits: 6.00
Fourth industrial revolution 879 (GIJ 879) - Credits: 6.00
Contextual leadership intelligence 880 (GIJ 880) - Credits: 6.00
Mindful leader 881 (GIJ 881) - Credits: 6.00
Strategic supply management 882 (GIJ 882) - Credits: 6.00
Africa in 2050: betting on ourselves 883 (GIJ 883) - Credits: 6.00
Global business strategy: global economics & international business risk 884 (GIJ 884) - Credits: 6.00
Mastering strategic foresight 885 (GIJ 885) - Credits: 6.00

MPhil (Business Management) (*Evidence-based Management*) (Coursework) (07254019)

Minimum duration of study	1 year

Programme information

The degree comprises the writing of a mini-dissertation and coursework.

Full particulars of the degree programme are contained in a brochure which is available from the departmental website.

Admission requirements

1. Relevant honours (or equivalent) degree
   or
2. Relevant postgraduate diploma

Other programme-specific information

Refer to General Academic Regulations G30-G41.

Refer to the GIBS student guidelines and regulations.

The Dean may authorise matters not provided for in the General Academic Regulations or in the GIBS regulations

Examinations and pass requirements

1. The minimum pass mark for each prescribed module is 50%, provided that a subminimum of 45% has been obtained in the examination or an examined component.
2. A candidate who has failed more than two core modules may not continue with their studies for the degree, except with the approval of the Dean.

Refer to the GIBS student guidelines and regulations.

General information

University of Pretoria Programme Qualification Mix (PQM) verification project

The higher education sector has undergone an extensive alignment to the Higher Education Qualification Sub-Framework (HEQF) across all institutions in South Africa. In order to comply with the HEQSF, all institutions are legally required to participate in a national initiative led by regulatory bodies such as the Department of Higher Education and Training (DHET), the Council on Higher Education (CHE), and the South African Qualifications Authority (SAQA). The University of Pretoria is presently engaged in an ongoing effort to align its qualifications and programmes with the HEQSF criteria. Current and prospective students should take note that changes to UP qualification and programme names, may occur as a result of the HEQSF initiative. Students are advised to contact their faculties if they have any questions.

Curriculum: Final year

Minimum credits: 180

Core modules

Introduction to evidence-based management 801 (GIG 801) - Credits: 6.00
Research design 802 (GIG 802) - Credits: 16.00
Principles of quantitative research 803 (GIG 803) - Credits: 16.00
Principles of qualitative research 804 (GIG 804) - Credits: 16.00
Integrated research design 805 (GIG 805) - Credits: 30.00
Thematic understanding module 1 806 (GIG 806) - Credits: 12.00
Thematic understanding module 2 807 (GIG 807) - Credits: 12.00
Thematic studies module 3 808 (GIG 808) - Credits: 12.00
Mini-dissertation: Evidence-based management 800 (GMD 800) - Credits: 60.00

MPhil (Business Management) *(International Business)* (Coursework) (07254017)

Minimum duration of study	1 year

Programme information

The degree comprises the writing of a mini-dissertation and coursework.

Full particulars of the degree programme are contained in a brochure which is available from the departmental website.

Admission requirements

1. Relevant honours (or equivalent) degree
   or
2. Relevant postgraduate diploma

Other programme-specific information

Refer to General Academic Regulations G30-G41.

Refer to the GIBS student guidelines and regulations.

The Dean may authorise matters not provided for in the General Academic Regulations or in the GIBS regulations

Examinations and pass requirements

1. The minimum pass mark for each prescribed module is 50%, provided that a subminimum of 45% has been obtained in the examination or an examined component.
2. A candidate who has failed more than two core modules may not continue with their studies for the degree, except with the approval of the Dean.

Refer to the GIBS student guidelines and regulations.

General information

University of Pretoria Programme Qualification Mix (PQM) verification project

The higher education sector has undergone an extensive alignment to the Higher Education Qualification Sub-Framework (HEQF) across all institutions in South Africa. In order to comply with the HEQSF, all institutions are

legally required to participate in a national initiative led by regulatory bodies such as the Department of Higher Education and Training (DHET), the Council on Higher Education (CHE), and the South African Qualifications Authority (SAQA). The University of Pretoria is presently engaged in an ongoing effort to align its qualifications and programmes with the HEQSF criteria. Current and prospective students should take note that changes to UP qualification and programme names, may occur as a result of the HEQSF initiative. Students are advised to contact their faculties if they have any questions.

Curriculum: Final year

Minimum credits: 180

Students must complete 4 electives from the list provided. The total number of credits for electives modules must be 24. Please contact the faculty to confirm the availability of elective modules.

Core modules

Competitive global business strategy 850 (GIF 850) - Credits: 15.00
States and markets in the global political economy 851 (GIF 851) - Credits: 15.00
International business and emerging markets 852 (GIF 852) - Credits: 15.00
Managing the multinational corporation 853 (GIF 853) - Credits: 15.00
Research methodology 855 (GIF 855) - Credits: 15.00
Mini-dissertation: International business 860 (GIF 860) - Credits: 81.00

Elective modules

Gamification: create change through persuasive system design 825 (GIG 825) - Credits: 6.00
Managerial coaching for effective strategy implementation and change leadership 826 (GIG 826) - Credits: 6.00
Managing business risk: building a resilient supply chain in a turbulent world 827 (GIG 827) - Credits: 6.00
Socio-economic development: how to work with government 828 (GIG 828) - Credits: 6.00
Sustainable supply chains with economic value 829 (GIG 829) - Credits: 6.00
Mastering conversations about race in the workplace 830 (GIG 830) - Credits: 6.00
Engaging with contemporary African contexts 831 (GIG 831) - Credits: 6.00
Critical thinking 832 (GIG 832) - Credits: 6.00
Entrepreneurship from the inside-out 833 (GIG 833) - Credits: 6.00
Green entrepreneurship 834 (GIG 834) - Credits: 6.00
Rwanda at the frontier of entrepreneurship, innovation and technology 835 (GIG 835) - Credits: 6.00
Building thriving teams for change 836 (GIG 836) - Credits: 6.00
The change makers: lessons from history for a complex world 837 (GIG 837) - Credits: 6.00
Ethical leadership 838 (GIG 838) - Credits: 6.00
The business case for manufacturing in Africa 839 (GIG 839) - Credits: 6.00
Wicked problems: the strategy in time for degrowth 840 (GIG 840) - Credits: 6.00
Behavioural finance 841 (GIG 841) - Credits: 6.00
Employee happiness and wellbeing: a strategy and responsibility 861 (GIJ 861) - Credits: 6.00
Personal resilience 862 (GIJ 862) - Credits: 6.00
Behaviour science for business impact 863 (GIJ 863) - Credits: 6.00
Crucial conversations 864 (GIJ 864) - Credits: 6.00
Negotiation and deal-making 865 (GIJ 865) - Credits: 6.00
Integrative leadership for public private collaboration towards partnerships 866 (GIJ 866) - Credits: 6.00
State capture, corruption and ethical leadership 867 (GIJ 867) - Credits: 6.00
International corporate management business simulation 868 (GIJ 868) - Credits: 6.00

The UN sustainable development goals: partnering to deliver shared value 869 (GIJ 869) - Credits: 6.00
Strategy and innovation 870 (GIJ 870) - Credits: 6.00
Effectual intelligence for management consultants 871 (GIJ 871) - Credits: 6.00
Impact investing 872 (GIJ 872) - Credits: 6.00
Entrepreneurial finance 873 (GIJ 873) - Credits: 6.00
Entrepreneurial marketing 874 (GIJ 874) - Credits: 6.00
New venture creation 875 (GIJ 875) - Credits: 6.00
Social entrepreneurship and measuring impact 876 (GIJ 876) - Credits: 6.00
Digital disruption 877 (GIJ 877) - Credits: 6.00
Dynamic innovation 878 (GIJ 878) - Credits: 6.00
Fourth industrial revolution 879 (GIJ 879) - Credits: 6.00
Contextual leadership intelligence 880 (GIJ 880) - Credits: 6.00
Mindful leader 881 (GIJ 881) - Credits: 6.00
Strategic supply management 882 (GIJ 882) - Credits: 6.00
Africa in 2050: betting on ourselves 883 (GIJ 883) - Credits: 6.00
Global business strategy: global economics & international business risk 884 (GIJ 884) - Credits: 6.00
Mastering strategic foresight 885 (GIJ 885) - Credits: 6.00

MPhil (Business Management) Leading in New Economies (07254022)

Minimum duration of study	1 year

Programme information

The degree comprises the writing of a mini-dissertation and coursework.

Full particulars of the degree programme are contained in a brochure which is available from the departmental website.

Admission requirements

1. Relevant honours (or equivalent) degree
   or
2. Relevant postgraduate diploma

Additional requirements

NB: All modules are compulsory. Candidates must pass all the modules, including the mini-dissertation, to qualify for the MPhil degree.

Other programme-specific information

Refer to General Academic Regulations G30-G41.

Refer to the GIBS student guidelines and regulations.

The Dean may authorise matters not provided for in the General Academic Regulations or in the GIBS regulations

Examinations and pass requirements

1. The minimum pass mark for each prescribed module is 50%, provided that a subminimum of 45% has been

obtained in the examination or an examined component.
2. A candidate who has failed more than two core modules may not continue with their studies for the degree, except with the approval of the Dean.

Refer to the GIBS student guidelines and regulations.

General information

University of Pretoria Programme Qualification Mix (PQM) verification project

The higher education sector has undergone an extensive alignment to the Higher Education Qualification Sub-Framework (HEQF) across all institutions in South Africa. In order to comply with the HEQSF, all institutions are legally required to participate in a national initiative led by regulatory bodies such as the Department of Higher Education and Training (DHET), the Council on Higher Education (CHE), and the South African Qualifications Authority (SAQA). The University of Pretoria is presently engaged in an ongoing effort to align its qualifications and programmes with the HEQSF criteria. Current and prospective students should take note that changes to UP qualification and programme names, may occur as a result of the HEQSF initiative. Students are advised to contact their faculties if they have any questions.

Curriculum: Final year

Minimum credits: 180

Students must complete 4 electives from the list provided. The total number of credits for electives modules must be 24. Please contact the faculty to confirm the availabilty of elective modules.

Core modules

GIC 825 Advanced research methods 825 (GIC 825) - Credits: 15.00
Tech-disruption and business strategy 821 (GIG 821) - Credits: 12.00
Environment of business 822 (GIG 822) - Credits: 12.00
Harnessing the new economies 823 (GIG 823) - Credits: 15.00
Effective decision making in new economies 824 (GIG 824) - Credits: 21.00
Mini-dissertation: Leading in New Economies 802 (GMD 802) - Credits: 81.00

Elective modules

Gamification: create change through persuasive system design 825 (GIG 825) - Credits: 6.00
Managerial coaching for effective strategy implementation and change leadership 826 (GIG 826) - Credits: 6.00
Managing business risk: building a resilient supply chain in a turbulent world 827 (GIG 827) - Credits: 6.00
Socio-economic development: how to work with government 828 (GIG 828) - Credits: 6.00
Sustainable supply chains with economic value 829 (GIG 829) - Credits: 6.00
Engaging with contemporary African contexts 831 (GIG 831) - Credits: 6.00
Critical thinking 832 (GIG 832) - Credits: 6.00
Entrepreneurship from the inside-out 833 (GIG 833) - Credits: 6.00
Green entrepreneurship 834 (GIG 834) - Credits: 6.00
Rwanda at the frontier of entrepreneurship, innovation and technology 835 (GIG 835) - Credits: 6.00
Building thriving teams for change 836 (GIG 836) - Credits: 6.00
The change makers: lessons from history for a complex world 837 (GIG 837) - Credits: 6.00
Ethical leadership 838 (GIG 838) - Credits: 6.00
The business case for manufacturing in Africa 839 (GIG 839) - Credits: 6.00
Wicked problems: the strategy in time for degrowth 840 (GIG 840) - Credits: 6.00

Behavioural finance 841 (GIG 841) - Credits: 6.00
Employee happiness and wellbeing: a strategy and responsibility 861 (GIJ 861) - Credits: 6.00
Personal resilience 862 (GIJ 862) - Credits: 6.00
Behaviour science for business impact 863 (GIJ 863) - Credits: 6.00
Crucial conversations 864 (GIJ 864) - Credits: 6.00
Negotiation and deal-making 865 (GIJ 865) - Credits: 6.00
Integrative leadership for public private collaboration towards partnerships 866 (GIJ 866) - Credits: 6.00
State capture, corruption and ethical leadership 867 (GIJ 867) - Credits: 6.00
International corporate management business simulation 868 (GIJ 868) - Credits: 6.00
The UN sustainable development goals: partnering to deliver shared value 869 (GIJ 869) - Credits: 6.00
Strategy and innovation 870 (GIJ 870) - Credits: 6.00
Effectual intelligence for management consultants 871 (GIJ 871) - Credits: 6.00
Impact investing 872 (GIJ 872) - Credits: 6.00
Entrepreneurial finance 873 (GIJ 873) - Credits: 6.00
Entrepreneurial marketing 874 (GIJ 874) - Credits: 6.00
New venture creation 875 (GIJ 875) - Credits: 6.00
Social entrepreneurship and measuring impact 876 (GIJ 876) - Credits: 6.00
Digital disruption 877 (GIJ 877) - Credits: 6.00
Dynamic innovation 878 (GIJ 878) - Credits: 6.00
Fourth industrial revolution 879 (GIJ 879) - Credits: 6.00
Contextual leadership intelligence 880 (GIJ 880) - Credits: 6.00
Mindful leader 881 (GIJ 881) - Credits: 6.00
Strategic supply management 882 (GIJ 882) - Credits: 6.00
Africa in 2050: betting on ourselves 883 (GIJ 883) - Credits: 6.00
Global business strategy: global economics & international business risk 884 (GIJ 884) - Credits: 6.00
Mastering strategic foresight 885 (GIJ 885) - Credits: 6.00

Doctorate

Doctor of Administration [DBA] (07264003)

Minimum duration of study	2 years

Programme information

The DBA (Doctor of Business Administration) is a doctoral degree with a focus on application. The doctorate is the final academic degree, and it is expected that the thesis will build on existing scholarly work. Students who are accepted onto the DBA will be offered support through online and contact sessions, and it is expected that they will also contribute to their peer community by participating in those sessions.

Admission requirements

1. MBA degree or master's degree in a business-related discipline on NQF level 9
2. Two referee reports from professional referees

Additional requirements

An application pack comprising the following must reach the Director of Research at GIBS before the due date:

- A completed and signed hard copy of the application form and contract.
- An application fee relevant for the year of admission, payable to the Gordon Institute of Business Science.
- Official academic transcripts of all academic qualifications obtained to date. (Please note that a degree certificate is not a transcript.)
- A 20-page research proposal, containing:
- The research question;
- A concise review of the literature most relevant to the research;
- The proposed research design;
- The proposed data source(s) and data gathering strategy.
- Reports from two independent professional referees with whom the candidate is well acquainted, commenting on the candidate's suitability for advanced academic study towards a doctorate. The signed referees reports should be marked "Admissions and the year of study" and sent directly to the Director of Research.
- Successful candidates will be required to pay a non-refundable deposit relevant to the year of application, deductible from their subsequent tuition fees.
- Assessments will be conducted to establish if candidates are capable of doctoral study. Continued study on the doctoral programme will be contingent upon meeting the requirements of the assessment.

Research information

Refer to General Academic Regulations G42-G55.

Progress on the research will be guided by a supervisor and monitored through regular engagement with the student. In order to complete the research, candidates need to share their research, at a practitioner-based forum.

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General information

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Curriculum: Year 1

Minimum credits: 360

Core modules

Thesis: Business administration 900 (GDB 900) - Credits: 360.00

Curriculum: Final year

Minimum credits: 360

Core modules

Thesis: Business administration 900 (GDB 900) - Credits: 360.00

PhD (07264004)

Minimum duration of study	2 years

Programme information

The PhD (Doctor of Philosophy) is a doctoral degree with a strong theoretical bias. Students submit an independent thesis that contributes to the knowledge field. The doctorate is the terminal academic degree, and it is expected that the thesis will build on existing scholarly work while investigating the challenges of business and management. Students who do the PhD will be offered support through online and contact sessions, and it is expected that they will also contribute to their peer community.

Admission requirements

1. MBA degree or master’s degree in a business-related discipline on NQF level 9
2. Two referee reports from professional referees

Research information

Refer to General Academic Regulations G42-G55.

Progress on the research will be guided by a supervisor and monitored through regular engagement with the student. In order to complete the research, candidates need to share their research, at a practitioner-based forum.

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regulations.

General information

University of Pretoria Programme Qualification Mix (PQM) verification project

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Curriculum: Year 1

Minimum credits: 360

Core modules

Thesis: PhD 900 (GIB 900) - Credits: 360.00

Curriculum: Final year

Minimum credits: 360

Core modules

Thesis: PhD 900 (GIB 900) - Credits: 360.00

Modules

Mastering the business environment 300 (GAD 300)

Qualification	Undergraduate
Module credits	11.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

The aim of this module is to provide students with a global perspective and understanding of the ways in which the business environment is changing. This module offers students the knowledge and tools to better understand, and to begin to assess the global economic environment and its impact on strategic decisions - particularly designing business strategy and enabling performance.

Strategic financial management 301 (GAD 301)

Qualification	Undergraduate
Module credits	11.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

The objective of this module is to enable students with theoretical and practical knowledge of the major aspects of strategic financial management. There will be an emphasis on models for improving decision making in a competitive environment. Students will be able to plan more effectively to take the financial impact of decisions into consideration and understand capital structure, growth, cash-flow and profitability considerations. In addition, students will be able to understand the dynamics of healthy high performing businesses and what it means for a business to create value.

Strategic leadership and management 302 (GAD 302)

Qualification	Undergraduate
Module credits	11.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

Senior managers have unique leadership challenges. As the custodians of strategy, the pioneers who deal with environmental and organisational complexities, and the visionaries who look to the future and drive organisational vision all eyes are on them to take the organisation and its people into a brighter future. They also need to consider the long-term wellbeing of the organisation, gearing it for sustainable success in the world of tomorrow.

Business strategy 303 (GAD 303)

Qualification	Undergraduate
Module credits	11.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Strategic management is the art and science of formulating, implementing and evaluating cross-functional decisions that will enable the student to achieve its objectives. It involves the strategic thinking, systematic analysis of factor affecting the organisation, identification and clarification of objectives, nurturing policies and strategies to achieve these objectives, and acquiring and making available resources to implement the policies and strategies to achieve objectives.

Strategic marketing 304 (GAD 304)

Qualification	Undergraduate

Module credits	10.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

Students will develop an understanding of the strategic role of marketing in business decision-making through covering elements such as the difference between customer services and experience, creating customer value through understanding customer decision-making to sustain customers through loyalty and how to create value through optimisation of the marketing mix.

Operational effectiveness 305 (GAD 305)

Qualification	Undergraduate
Module credits	10.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

The module examines how an organisations structures, systems and processes contribute to its competitive position. This involves management of the processes whereby inputs such as labour, materials and equipment are converted to products or services that meets customers' needs with an acceptable value proposition, while at the same time allowing the organisation to achieve its goal of profitability now as well as in the future. Designing and improving performance cross functionally and throughout the value and supply chain is key to successful operations management.

Integrated action learning report 306 (GAD 306)

Qualification	Undergraduate
Module credits	20.00
NQF Level	07

Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

All students will be required to complete an Action Learning Project. This is based either on a strategic business problem identified by members of each syndicate group or provided to the students. The students then begin the process of applying what has been learnt in theory into a real and practical business opportunity or problem. This project is designed to push the delegates to further explore, in theory and in practice, several of the qualification subject areas – particularly in relation to how they integrate within the workplace and align with overall organisational strategy.

Strategic project management 307 (GAD 307)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

Executives are starting to see the importance of project management not as an operational response to execution, but as a form of management, with its multidisciplinary skills and particular demand in South Africa. With this being said a senior manager’s ability to execute and deliver is becoming more pertinent to their role than any other measurable performance indicator. Management need to be strategic in how they approach and drive overall delivery within their areas of responsibility.

Governance and ethics 308 (GAD 308)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.

Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

At the end of this module, students will have an understanding of the ethical underpinnings of good governance and be able to asses ethical standards and practices contextually. Students gain a conceptual and working knowledge of governance, ethics and reporting principles in the South African environment, especially King IV, and be familiar with and apply the concepts, key terms and perspectives thereof.

Strategic sales 309 (GAD 309)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

The aim of this module is to improve the student’s knowledge, competencies and skills regarding the sales process. Students will be able to apply the concepts covered in the module to integrate sales processes into the organisation’s strategy. At the end of this module, students will be able realise the potential value that is created through this process.

Building personal mastery 310 (GAD 310)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

This module will develop personal mastery in relation to one's personal and leadership development. It will support the building of competence by enabling greater self-awareness, insights into personal strengths and developmental areas and understanding core skills required for personal mastery and managing effective change in self and others. Students will gain deeper insights into their impact on others and how they influence a community of people towards greater connection, collaboration and mutual understanding to achieve personal and business objectives and develop resilience strategies for application in the workplace and personally.

Innovation, technology and knowledge management 311 (GAD 311)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

This module aims to equip students with knowledge, skills and approaches to knowledge management and the management of intellectual talent in organisations by defining and understanding Knowledge Management (KM), innovation, innovation culture and vision. This module will explore various facets of technology in the business environment including information technology and how this supports and enables innovation. Through a range of practical tools, thought-provoking concepts, real-life examples, hands-on activities, and robust discussion sessions, the module will enhance the students' competency to formulate and deliver innovation successfully.

Leading change 312 (GAD 312)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

This module will assist students to understand their role as leaders in creating the future and leading change by deciding on the strategic change that is required and reflecting on the competencies that need to be developed. Students will be able to understand how to build an organisation that is ready for continuous change and how to become an effective leader of change.

Strategic entrepreneurship 313 (GAD 313)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

The course is based on the premise that everyone has the capacity to succeed in an entrepreneurial setting, although some people may have a greater propensity to succeed than others. The intention of this course is to develop entrepreneurial skills relating to opportunity identification and evaluation, resource gathering (with a particular focus on financial and human resources) and opportunity exploitation. The course considers these skills from the perspective of entrepreneurship in start-up and established organisations.

Human resource strategy 314 (GAD 314)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

Human resource strategy focuses on the strategic management of the organisation’s human resources (HR) to deliver a competitive advantage, as well as the role of HR in achieving strategic corporate objectives. We explore the management of HR infrastructure, performance management, and the integration of HR and business strategies.

Sustainability 315 (GAD 315)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

We live in a world that is changing faster and challenging us more than ever before. Great progress has been made in lifting people out of poverty, advancing scientific frontiers, connecting the globe with technology and making knowledge more accessible. This course will introduce you to the mega-trends and futures-thinking tools you will need to be more resilient and successful in the 21st century. We take a holistic view of sustainability to incorporate economic, social, environmental and ethical factors that are shaping our future.

Customer centricity 316 (GAD 316)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

To create new wealth rather than having a focus on fighting competitors with regards to products and price, an enterprise needs to be truly customer centric. What this means and how to go about strategically transforming an enterprise, business unit, or industry in order to achieve this, is what this module is about. Students will gain understanding of the broad business variables impacting on customer centricity and which should be levered to optimise on customer centricity.

Organisational behaviour 317 (GAD 317)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07

Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

This module covers organisational and systems level aspects of organisational behaviour, by looking at the need for dynamic capabilities and learning organisation methods to remain relevant. Secondly, it touches on group level requirements of effective organisational behaviour, specifically focusing on the use of power in group decision-making. Lastly, it delves into multiple facets of individual level determinants of effective organisational behaviour, namely motivation, retention approaches, ways to recognise individuals, the value of diversity and the importance of creating purpose and meaning.

Transformation 318 (GAD 318)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

Transformation of an organisation’s employee base is more than just numbers, it is focused on the purposive and meaningful development of them. Transformation is not only an imperative from an economic perspective but is essential to both the growth of organisations and the South African economy. In this module students will be exposed to what is needed to better drive transformation from within South Africa by gaining a deeper understanding of why change is not taking place, the role of social identity and find new innovative ways to build inclusion and identity.

Information technology 319 (GAD 319)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management

Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

This module explores information technology and how the strategic planning thereof should firmly be rooted in the business strategic plan. As senior managers, you are required to have a knowledge of what needs to be extrapolated from the organisations existing architecture, operating processes, skills, sourcing, governance, and culture to achieve the organisations strategy.

Decision making 320 (GAD 320)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

This module explores information technology and how the strategic planning thereof should firmly be rooted in the business strategic plan. As senior managers, you are required to have a knowledge of what needs to be extrapolated from the organisations existing architecture, operating processes, skills, sourcing, governance, and culture to achieve the organisations strategy.

Women in leadership 321 (GAD 321)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

International and local studies show widespread acknowledgement of the benefits of gender-diverse leadership teams and of leadership diversity for the disruptive and VUCA times in which we live and work. Notwithstanding these findings, the percentage of women in executive teams (business) and leadership roles in general has remained constant for the last 5 years. In addition to understanding causes we look at practical tools and techniques that can help students (both male and female) optimally navigate their careers in these dynamics. Students will also study the trends and practices to address constraints and biases that prevail in maintaining the status quo.

Organisational risk 322 (GAD 322)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

As leaders, we are aware of and acknowledge external risks more frequently than internal risks. Through conducting competitor and market analysis, we are continually aware of new competitions, new product offerings from competitors and emerging trends in the market. However, many companies make the mistake of ignoring internal risks within the company that can be just as damaging. These organisational risks are often hidden and difficult to spot until it’s too late, unless you know what you’re looking for. This module will equip students with the ability to analyse business challenges, gain familiarity with different risk mitigation tactics and formulate a comprehensive plan.

Economics 323 (GAD 323)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

In this module students will examine the macro and microeconomic and socio-political environment in which business operates. The aim of this module is to demonstrate the multi-faceted way in which global economic trends and domestic socio-political strategies impact existing and start-up businesses in the private sector.

Integrated simulation 324 (GAD 324)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

A simulation (for example business process or operations simulation) offers delegates an opportunity to learn experientially. Delegates are required to implement learning from several of the modules in a simulated business setting. Learning is enhanced and embedded as delegates grapple with application of theory and best practice in a simulated, real-life business context.

Social and green entrepreneurship: origins and nature; future directions 325 (GAD 325)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This course places impact entrepreneurship in the context of the broader entrepreneurial process, enabling students to explore the complexities of hybridity and its consequences in managing the process of startup, development and growth. The role and importance of impact entrepreneurship in meeting the Sustainable Development Goals and building more inclusive and just economies is also explored. By the end of this course, students will be able to distinguish impact entrepreneurship from other types as well as having a deep understanding of its importance and consequences for future development.

Funding the impact enterprise 326 (GAD 326)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This course focuses on building an appreciation of the funding landscape for impact enterprise in SA. Participants will learn to understand impact enterprise from the funder’s or investor's perspective, and to appreciate the concepts of 'bootstrapping', 'bricolage' and ‘funding readiness’. By the end of this course, you will understand which sources of funding are appropriate for particular stages of development, and how to prepare for and apply for them, as well as what is involved in the due diligence and decision processes undertaken by funders and investors.

Business model design and development 327 (GAD 327)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Impact entrepreneurs must develop and manage complex business models, which meet the needs of funders, clients and beneficiaries. The development and innovation of such business models involves a deep understanding of the jobs-to-be-done of different stakeholders, and the definition of value propositions that meet these needs. By the end of this course, you will have a sound understanding of different types of business model, and how to develop and innovate your business models using techniques such as design thinking and the business model canvas.

Building relationships and alliances 328 (GAD 328)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The impact enterprise is characterised by the complexity of its stakeholder relationships, making the management of partnership dynamics and cross sector collaborations a critical success factor. This course focuses on how to build and sustain effective relationships with stakeholders, which may include: government and communities at multiple levels; corporates, funders and investors; volunteers and employees; NGO's and other impact enterprises. By the end of this course, you will understand how to identify appropriate partners, initiate a relationship through delivering an effective 'ask' for resources, and use the key principles of contracting to manage relationships effectively.

Scaling the impact enterprise 329 (GAD 329)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science

Period of presentation	Semester 1 or Semester 2

Module content

The goal of impact enterprises is often to maximise their impact through scaling. This course enables participants to evaluate when the enterprise is ready to scale, compare and contrast different options for scaling, recognise stakeholder responses to scaling and learn how to respond to them. By the end of this course you will understand how to develop a strategy for scaling and manage the implementation of scaling processes, including how to manage the change inherent in the scaling process.

Monitoring and evaluation 330 (GAD 330)

Qualification	Undergraduate
Module credits	9.00
NQF Level	07
Programmes	AdvDip in General Management AdvDip in General Management
Prerequisites	No prerequisites.
Contact time	14 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The monitoring and measurement of impact is central to the operations and effectiveness of the Impact Enterprise. This course introduces process and practices for effective monitoring and evaluation systems. By the end of the course you will understand how to design a ‘theory of change’, as well how to link inputs, outputs and outcomes in implementing an M&E system for your enterprise

Thesis: Business administration 900 (GDB 900)

Qualification	Postgraduate
Module credits	360.00
NQF Level	10
Programmes	Doctor of Administration [DBA] Doctor of Administration [DBA]
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Year

Module content

Students must submit a thesis on an approved topic.

The nature of scientific research 901 (GDB 901)

Qualification	Postgraduate
Module credits	0.00
NQF Level	10
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Year

Module content

Preparatory work for thesis.

Design and methods for quantitative research 902 (GDB 902)

Qualification	Postgraduate
Module credits	0.00
NQF Level	10
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Year

Module content

Preparatory work for thesis.

Design and methods for qualitative research 903 (GDB 903)

Qualification	Postgraduate
Module credits	0.00
NQF Level	10
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Year

Module content

Preparatory work for thesis.

Transdiciplinary applied business research 904 (GDB 904)

Qualification	Postgraduate

Module credits	0.00
NQF Level	10
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Year

Module content

Preparatory work for thesis.

Macro environment of business 905 (GDB 905)

Qualification	Postgraduate
Module credits	0.00
NQF Level	10
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Year

Module content

Preparatory work for thesis.

Strategic management 906 (GDB 906)

Qualification	Postgraduate
Module credits	0.00
NQF Level	10
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Year

Module content

Preparatory work for thesis.

Leadership 907 (GDB 907)

Qualification	Postgraduate
Module credits	24.00
NQF Level	10

Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Year

Module content

Preparatory work for thesis.

Governance, risk and performance 911 (GDB 911)

Qualification	Postgraduate
Module credits	0.00
NQF Level	10
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Year

Module content

Preparatory work for thesis.

Strategic marketing 912 (GDB 912)

Qualification	Postgraduate
Module credits	24.00
NQF Level	10
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Year

Module content

Preparatory work for thesis.

Finance 913 (GDB 913)

Qualification	Postgraduate
Module credits	24.00
NQF Level	10
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English

Department	Gordon Institute of Business Science
Period of presentation	Year

Module content

Preparatory work for thesis.

Organisation behaviour and transformation 914 (GDB 914)

Qualification	Postgraduate
Module credits	0.00
NQF Level	10
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Year

Module content

Preparatory work for thesis.

Innovation 915 (GDB 915)

Qualification	Postgraduate
Module credits	24.00
NQF Level	10
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Year

Module content

Preparatory work for thesis.

International business 916 (GDB 916)

Qualification	Postgraduate
Module credits	1.00
NQF Level	10
Prerequisites	No prerequisites.
Contact time	14 contact hours over 1 week
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science

Period of presentation	Year

Module content

Preparatory work for thesis.

Programming for data 710 (GIA 710)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Prerequisites	No prerequisite.
Contact time	35 contact hours per 3 week-cycle
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module introduces fundamental programming concepts including data structures, networked application program interfaces, and databases. Students will design and create applications for data retrieval, processing, and visualization.

Applied data science 711 (GIA 711)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Prerequisites	No prerequisite.
Contact time	35 contact hours per 3 week-cycle
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This course examines fundamental principles and techniques for data science and advanced analytics. Students will learn how to interact competently on topics of data science for business analytics and understand the fundamental principles of data science processes. They will be able to interact effectively with data experts, approaching business problems data-analytically to make data-informed decisions for management.

Decision modelling and machine learning 712 (GIA 712)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Prerequisites	No prerequisite.
Contact time	35 contact hours per 3 week-cycle

Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module exposes students to machine and statistical learning algorithms that can be used to manipulate big data, identify trends from the data, modelling trends for prediction purposes as well as modelling for the detection of hidden knowledge. Student will learn to Identify settings in which models can be used effectively and apply modelling concepts in practical situations, including visualisation – the encoding of information, such as patterns, into visual objects.

Fintech: digital transformation in financial services 713 (GIA 713)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Prerequisites	No prerequisite.
Contact time	35 contact hours per 3 week-cycle
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Changing dynamics caused by the conversion of products and services into digital goods, new customer demands and changing regulation continue to drive the digital transformation of finance. This course will examine concepts including digital strategy, open banking innovation, financial technology, crowdfunding, and peer-to-peer lending, robo-advising and block chain. The objective is that students will be able to make informed decisions about deploying financial technologies in business.

Corporate finance techniques 716 (GIA 716)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Prerequisites	Financial accounting and management.
Contact time	35 contact hours per 3 week-cycle
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Corporate finance techniques encompass financial skills that every general manager requires. The module includes financial calculations; the use of financial statements; equity versus debt financing; distribution mechanisms; capital allocation (investment evaluation and rates of return).

Human computer interaction 717 (GIA 717)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Prerequisites	No prerequisite.
Contact time	35 contact hours per 3 week-cycle
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Dramatic advances in technology have revolutionized the way that people interact with computers. This course focuses on the design and evaluation of user interfaces including user research; prototyping and design methods; and robust evaluation techniques such as heuristic evaluation and user studies.

Information ethics 718 (GIA 718)

Qualification	Postgraduate
Module credits	5.00
NQF Level	08
Prerequisites	No prerequisite.
Contact time	17.5 contact hours per 3 week-cycle
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module addresses moral ethical issues pertaining to information and ICT, including information and computer ethics; information security; privacy and the right to information; digital identity management; cyber law.

Design thinking 719 (GIA 719)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Prerequisites	No prerequisite.
Contact time	35 contact hours per 3 week-cycle
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Design thinking is a non-linear, iterative process Involving five phases—Empathize, Define, Ideate, Prototype and Test—used to tackle problems that are ill-defined or unknown (wicked problems). Design thinking is useful in the ill-defined problem space because it uses a human-centric approach to reframe the problem to focus on what is most important for users. This course introduces the principles and application of design thinking.

Business communication for impact 720 (GIA 720)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Prerequisites	No prerequisite.
Contact time	28 contact hours
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module is designed to enable students to communicate effectively and appropriately in a variety of business and academic settings. Through instruction and individual feedback, students will learn skills to improve their academic writing, and consider how to improve the quality of their writing in various organisational contexts. This module focuses on both verbal, nonverbal and written communication as well as the contexts of one-on-one, group and technology-based communication. Students will also learn to provide and receive feedback successfully, which is a critical skill for personal and organisational success. The module considers the development of these skills in both a face-to-face and virtual environment. Through various activities, the core cognitive skills that are targeted for development in this module are analysing, evaluating and synthesising.

Analytical tools and techniques 750 (GIA 750)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Prerequisites	No prerequisites.
Contact time	24 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module examines statistical tools used in business decision-making. Statistical methods will be introduced in a non-technical manner and developed in business contexts. Topics will include understanding differences, predictions and associations when using statistical analysis for business decision-making. These techniques will underpin the use of univariate and multivariate techniques. Statistical computer packages play a major supporting role in statistical applications, and frequently-encountered spreadsheet and software packages will be utilised during the course of the module. You will learn how to interpret the information contained in management data, and to define and analyse management problems quantitatively. You will develop an intuitive understanding of statistical techniques through explanations of methods and interpretation of real business problems. Ultimately, if you need to consult experts in this area, you will be better able to select, evaluate and use their services.

Applied business project 751 (GIA 751)

Qualification	Postgraduate
Module credits	20.00
NQF Level	08
Programmes	PGDip in Business Administration *with specialisation in General Management* PGDip (Business Administration) *General Management* PGDip in Business Administration *with specialisation in General Management*
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module is designed to enable students to analyse business problems, derive appropriate solutions, and communicate them effectively. Through classroom instruction and individual feedback, students learn to analyse a business case, generate and review solutions, and prepare a clear, logical written summary of their analysis. Students analyse the problem, conduct the appropriate research in the industry, apply the models and techniques covered, and prepare a consulting report for presentation to management and faculty.

Business communication for impact 752 (GIA 752)

Qualification	Postgraduate
Module credits	20.00
NQF Level	08
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science

Period of presentation	Semester 1 or Semester 2

Module content

This module is designed to enable students to analyse communication strategies and the impact they have on markets. The skills learnt include the cognitive skills of analysing, evaluating and synthesising complex material, and the communication skills of presenting findings in oral and written English.

Business communication for impact 753 (GIA 753)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Programmes	PGDip in Business Administration *with specialisation in General Management* PGDip (Business Administration) *General Management* PGDip in Business Administration *with specialisation in General Management*
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module is designed to enable students to communicate effectively and appropriately in a variety of business and academic settings. Through instruction and individual feedback, students will learn skills to improve their academic writing, and consider how to improve the quality of their writing in various organisational contexts. This module focuses on both verbal, nonverbal and written communication as well as the contexts of one-on-one, group and technology-based communication. Students will also learn to provide and receive feedback successfully, which is a critical skill for personal and organisational success. The module considers the development of these skills in both a face-to-face and virtual environment. Through various activities, the core cognitive skills that are targeted for development in this module are analysing, evaluating and synthesising.

Innovation and critical thinking 780 (GIA 780)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Programmes	PGDip in Business Administration PGDip in Business Administration
Prerequisites	No prerequisites.
Contact time	24 contact hours per 3 week cycle
Language of tuition	Module is presented in English

Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

This course is designed to help students improve their thinking and analytical skills in order to manage their organisations more effectively.

Economics: Prices and markets 782 (GIA 782)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Programmes	PGDip in Business Administration PGDip in Business Administration
Prerequisites	No prerequisites.
Contact time	24 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

By introducing microeconomic theory and its application in real business situations, this course will give you an understanding of how a business works in the context of the economic environment in which it operates. Topics include the theory of the firm, supply and demand analysis, consumer behaviour, how markets work and pricing strategies for different markets.

Financial accounting 783 (GIA 783)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Programmes	PGDip in Business Administration PGDip in Business Administration
Prerequisites	No prerequisites.
Contact time	24 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

Financial accounting focuses on the interpretation of the financial statements a company uses to report on its financial position and operating results. You will become familiar with the structure of balance sheets, income statements and cash flow statements.

Management accounting 784 (GIA 784)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Programmes	PGDip in Business Administration PGDip in Business Administration
Prerequisites	No prerequisites.
Contact time	24 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This course in Management accounting introduces basic management accounting tools and techniques used in allocating costs to products and inventories, planning, making business decisions and evaluating the performance of business units.

Research and statistics 785 (GIA 785)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Programmes	PGDip in Business Administration *with specialisation in General Management* PGDip (Business Administration) *General Management* PGDip in Business Administration *with specialisation in General Management*
Prerequisites	No prerequisites.
Contact time	35 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module examines statistical tools used in business decision-making. Statistical methods will be introduced in a non-technical manner and developed in business contexts. Topics will include understanding differences, predictions and associations when using statistical analysis for business decision-making. These techniques will underpin the use of univariate and multivariate techniques. Statistical computer packages play a major supporting role in statistical applications, and frequently-encountered spreadsheet and software packages will be utilised during the course of the module. You will learn how to interpret the information contained in management data, and to define and analyse management problems quantitatively. You will develop an intuitive understanding of statistical techniques through explanations of methods and interpretation of real business problems. Ultimately, if you need to consult experts in this area, you will be better able to select, evaluate and use their services.

Organisational behaviour 786 (GIA 786)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Programmes	PGDip in Business Administration PGDip in Business Administration
Prerequisites	No prerequisites.
Contact time	24 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

This course in Organisational behaviour explores the interaction between individuals, groups and organisations in the context of a rapidly changing global system. The core themes explored include corporate culture, leadership, trust, team and group dynamics, power, organisation design, managing change and interpersonal communication. To motivate people today, managers require insight into individual behaviour and attitudes that affect organisational performance.

Human resource strategy 787 (GIA 787)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Programmes	PGDip in Business Administration PGDip in Business Administration
Prerequisites	No prerequisites.
Contact time	24 contact hours per 3 week cycle
Language of tuition	Module is presented in English

Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Human resource strategy focuses on the strategic management of the organisation's human resources (HR) to deliver a competitive advantage, as well as the role of HR in achieving strategic corporate objectives. We explore the management of HR infrastructure, performance management, HIV/AIDS and employee contributions, as well as the integration of HR and business strategies.

Management accounting 788 (GIA 788)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Prerequisites	No prerequisites.
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Management accounting provides managers with timely and appropriate information – firstly in order to understand the cause and behaviour of costs and to meaningfully allocate these costs to products, customers and inventories; secondly to assist in planning, budgeting and decision making; and finally in order to measure performance. This course is intended as an introduction for individuals who will plan, make business decisions and evaluate the performance of business units using information derived from the accounting system. You will understand the benefits of basic management accounting tools and techniques and learn how these concepts can be useful in different managerial decision-making situations.

Marketing 789 (GIA 789)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Programmes	PGDip in Business Administration PGDip in Business Administration
Prerequisites	No prerequisites.
Contact time	24 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

This course outlines marketing strategies in the context of overall corporate objectives and introduces a systematic approach to marketing decision-making, including market and customer analysis, the analysis of marketing opportunities and implementation and evaluation of marketing plans. We also explore e-business and strategies of marketing through the Internet.

Corporate finance 790 (GIA 790)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Prerequisites	No prerequisites.
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Corporate finance encompasses what every general manager should know about finance. Its purpose is to provide an introduction to financial management that blends relevant theory with practical application.This course will equip you to participate fully and creatively in the resolution of many financial issues facing your organisation. The course has a number of parts: the use of financial statements to glean information about the firm and to plan future performance; raising capital, including whether the firm should rely on equity or debt financing, and what to distribute to owners in the form of dividends or share repurchase; allocating capital, including techniques for investment evaluation, and the rates of return projects must earn to create value; integrating the preceding material to examine motives and gains behind corporate restructuring including mergers and leveraged buyouts.

Organisational development and transformation 791 (GIA 791)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Prerequisites	No prerequisites.
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to equip students with the conceptual and practical skills to enable them to contribute to the development and maintenance of effective organisations. The course presents a set of behavioural science concepts, diagnostic approaches, tools and techniques for improving organisational effectiveness and individual well - being, together with the values that underlie them. The recent growth in applications of organisational development in a variety of industries and sectors including hospitals, government agencies, schools and NGOs is reviewed. In response to global and local challenges, particularly those pertaining to the dynamic and complex nature of health care, this course also focuses on HIV/Aids policy and strategy and explores how these could contribute to organisational effectiveness and sustainability.

Business dynamics in context 792 (GIA 792)

Qualification	Postgraduate
Module credits	8.00
NQF Level	08
Programmes	PGDip in Business Adminisitration (Business Studies) PGDip in Business Adminisitration (Business Studies)
Prerequisites	No prerequisites.
Contact time	24 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module helps students to understand the value of a research-focused approach to business in an era of rapid social and technological changes, globalisation and “big data”. This model reviews some of the basic elements of research, conceptualised as a systematic engagement with evidence and prior knowledge, and will require of students to start applying that understanding to current dynamics in the business context.

Principles of quantitative research 793 (GIA 793)

Qualification	Postgraduate
Module credits	16.00
NQF Level	08
Programmes	PGDip in Business Adminisitration (Business Studies) PGDip in Business Adminisitration (Business Studies)
Prerequisites	No prerequisites.
Contact time	24 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to expose students to a number of key topics related to quantitative research methodology with the purpose of equipping students with the ability and skills to successfully execute a quantitative research project. More specifically the module intends to provide students with an understanding of the philosophies underlying quantitative research, a selection of research methods used to collect primary data for a quantitative research study and also to ensure that they are able to draw a sample to collect quantitative data from respondents. The module also attempts to equip students with the ability to develop a conceptual model in order to illustrate the proposed relationships between variables.

Principles of qualitative research 794 (GIA 794)

Qualification	Postgraduate
Module credits	16.00
NQF Level	08
Programmes	PGDip in Business Adminisitration (Business Studies) PGDip in Business Adminisitration (Business Studies)
Prerequisites	No prerequisites.
Contact time	24 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims: to expose students to some of the underlying philosophy of qualitative research and why this is relevant for research in Africa; to help students understand the difference between quantitative research and qualitative research; and to provide guidelines for conducting research using i) grounded theory ii) case study methods iii) narrative research. By the end of the module, students will: i) have an appreciation of the richness of qualitative research methodology, and will be better able to assess whether a qualitative research method is appropriate for their own research, ii) receive broad guidelines how to conduct rigorous qualitative research employing case study, grounded theory methods or narrative research, and iii) have practice designing and performing a qualitative research study.

Research design 795 (GIA 795)

Qualification	Postgraduate
Module credits	16.00
NQF Level	08
Programmes	PGDip in Business Adminisitration (Business Studies) PGDip in Business Adminisitration (Business Studies)
Prerequisites	No prerequisites.
Contact time	24 Hours
Language of tuition	Module is presented in English

Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module helps students to conceptualise a research design. It covers how the choice of a research design relates to the chosen analytic method (Qualitative Research, Quantitative Research or Mixed Methods). Students are expected to relate the research question to the research design and to justify the selection of a given design for a given problem. The objectives of the module are to help students: make informed decisions about their research design; and understand the implications of selecting a given research design in particular around the research questions that can be answered.

Thematic studies module 1 796 (GIA 796)

Qualification	Postgraduate
Module credits	14.00
NQF Level	08
Programmes	PGDip in Business Adminisitration (Business Studies) PGDip in Business Adminisitration (Business Studies)
Prerequisites	No prerequisites.
Contact time	24 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to guide students to read existing research and especially theories in an appreciative manner. They need to identify the main theories explaining a real-world phenomenon of their choice, and to explain how the theories have been used.

Thematic studies module 2 797 (GIA 797)

Qualification	Postgraduate
Module credits	14.00
NQF Level	08
Programmes	PGDip in Business Adminisitration (Business Studies) PGDip in Business Adminisitration (Business Studies)
Prerequisites	No prerequisites.
Contact time	24 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to guide students to read existing literature and especially theories in a critical manner. They need to highlight the 'blind spots' of the main theories that have been used to explain their chosen phenomenon, and to explain how alternative perspectives may help better explain it.

Thematic studies module 3 798 (GIA 798)

Qualification	Postgraduate
Module credits	14.00
NQF Level	08
Programmes	PGDip in Business Adminisitration (Business Studies) PGDip in Business Adminisitration (Business Studies)
Prerequisites	No prerequisite.
Contact time	24 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This modules aims to guide students to develop their own conceptual models. They need to integrate existing literature with their own critical understanding, and to propose an alternative framework for making sense of a phenomenon they have observed.

Integrative research 799 (GIA 799)

Qualification	Postgraduate
Module credits	22.00
NQF Level	08
Programmes	PGDip in Business Adminisitration (Business Studies) PGDip in Business Adminisitration (Business Studies)
Prerequisites	No prerequisites.
Contact time	24 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to help researchers and students make the transition from the classroom to research in the 'real world'. The emphasis is on demonstrating how business dynamics are better understood with the use of theory or models, measurement concepts and methods, qualitative and quantitative modes of observation, identifying causes, the logic of control variables, and the design of experiments and quasiexperiments. Students will also be required to communicate these complex ideas in a language that is deemed credible by scholars, but nonetheless accessible to business audiences.

Marketing metrics 801 (GIA 801)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Year

Supply chain and logistics 802 (GIA 802)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This programme aims to give participants a detailed insight into all the components of supply chain management and how these components can be integrated to provide value.

Contemporary issues in governance 804 (GIA 804)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science

Period of presentation	Semester 2

Module content

This module will aim to introduce delegates to the arena of good governance as a critical management and leadership competency, providing an overview of the regulatory environment for governance and exploring the practical implications for good management and leadership practice, especially given the current context of the business environment. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Valued based management 806 (GIA 806)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Year

Advanced valuation techniques 807 (GIA 807)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The subject of corporate finance is central to management decision making. The major learning objectives of this course will be to make students familiar with valuation methods so that they feel confident making value creating corporate financial decisions.

Contemporary issues in ethics 810 (GIA 810)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English

Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will help students gain a deeper understanding and appreciation of the value of ethical thinking in decision making, which assist them when faced with ethical dilemmas. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in information and knowledge management 811 (GIA 811)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

The elective will focus on the contemporary emerging thoughts and theories surrounding the knowledge economy. After attending this elective, students will apply the necessary tools and frameworks to develop strategies which will assist in bridging the gap between information systems and the information managers. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in finance 812 (GIA 812)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Regulatory changes over the last few years have increased the pressure on the financial expertise required of senior managers and board members. This elective will look at the current regulations and requirements needed to meet the increasing demands on organisations. Students will be exposed to the latest methods to handle this technically demanding and changing environment. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in investment 813 (GIA 813)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The elective aims to provide students with the necessary skills required in modern times to analyse financial markets from within firms as well as from an outside perspective. The elective will require students to have a solid base on corporate finance before attending. The aim is to be very practical and hands on during the contact days and therefore preparation will be critical. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in strategy 815 (GIA 815)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Strategy has become a key concept associated with organisational success or failure. Through a case method approach, this elective will provide students with a more in depth perspective of the current best practices for developing and executing strategy in the current business environment and will build on what was covered in the core curriculum. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in stakeholder management 816 (GIA 816)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science

Period of presentation	Semester 2

Module content

This elective looks at the importance of managing stakeholders through focusing on the possible ways to minimise threats and as well as maximise opportunities. Students will be exposed to the contemporary issues that surround the factors that impact on stakeholder management as well as the factors that assist in building these relationships. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in innovation 817 (GIA 817)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Building an agile and innovative organisation has become a critical requirement to participate successfully in the current competitive landscape. In this elective students will build a working knowledge on the fundamentals requisite for an innovation culture to flourish. Through cases, company discussions and mixed media methods, students will also cover the components, structures, processes and mind-sets involved in developing a functional innovation system. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in leadership 819 (GIA 819)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is based on the principle that understanding oneself is the first step towards becoming an effective leader. Students will be exposed to current theory and practice in the field of leadership. Exercises and discussions will assist students to understand leadership at a personal level and prepare them to develop strategies for personal improvement The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in general management 821 (GIA 821)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The aim of this elective is to expose students to the current research in the field of general management at a local and international level. Students attending this elective will gain a deeper understanding of the opportunities and challenges of managing a business in the current economic environment. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in the environment of business 822 (GIA 822)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The environment in which organisations operate in are changing at a rapid pace. This elective give students insights into the latest trends, theories and practices that business need to survive in the current economic environment. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in global business 824 (GIA 824)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science

Period of presentation	Semester 2

Module content

This elective will enable students to view the latest models and theories that surround doing business the global economy. This elective builds on the concepts covered in the core programme and therefore the topics chosen will be very substantive. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Reputation Management 827 (GIA 827)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Reputation Management is critical for any leader in an organisation. This elective takes a deeper look into what is required to ensure individuals and organisations maintain their reputation whilst operating in current economic times.

Competition and regulation 829 (GIA 829)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The course will traverse the various roles and functions of the state in an attempt to identify the forms and character of state involvement most conducive to the creation of a productive, innovative business environment

Microfinance and inclusive banking 832 (GIA 832)

Qualification	Postgraduate
Module credits	12.00

NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The objective of this course is to fill this gap in ensuring an understanding of the history of microfinance, the theoretical underpinnings and the institutional issues in looking at the demand and supply of financial services to the poor.

Ethics and leadership 834 (GIA 834)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective is designed to help students understand the role of business in a complex multi-stakeholder society. It will also allow students not only to think across sectoral boundaries, but also realise the value of building different forms of capital. The elective will require deep reflection from the student on the state of the planet and the role of leadership in ensuring a sustainable future for all.

Competitiveness of South Africa inc. in the global economy 835 (GIA 835)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module is designed to prepare MBA students for their global module. The overall theme of the course is to discuss company and country competitiveness in the context of the developed and the emerging world and answer the question, 'How does South Africa fare"?

Strategic change in the South African context 837 (GIA 837)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The fundamental purpose of this elective is to dialogue on the extent to which South African and increasingly African businesses are able to lead and manage change in volatile environments. The elective's objective is to impart both conceptual and practical skills to students by applying Strategic Change and Organisational Development theory. The lecturers will discuss the findings of a major research project on Strategic Change in 40 organisations and their implications. Students will have the opportunity to apply the learning points to direct Strategic Change in their own environments.

Business law 838 (GIA 838)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

A working knowledge of the law is an incredibly empowering tool. The law operates in the daily lives of all of us, as a natural product of our interaction with one another. Sometimes in our dealings with other people we encounter problems that may be brought about by any one of a variety of factors: incompetence, dishonesty and misunderstanding are the most common causes. The consequences of these problems can, at times, be rather severe. Business transactions, for example, carry high risks. The consequences of a mistake in the business world can be costly. Knowledge of the law becomes a very useful tool when it helps us to recognise the potential dangers so that we can avoid them, and equip us with a means of dealing with mistakes once they have already happened. A sound understanding of the law is both a privilege as well as an advantage in coping with the various problems that life in the business world may throw our way.

The course aims to equip candidates with an understanding of these dangers and an ability to identify what to do when things go wrong.

Sports marketing 842 (GIA 842)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The focus of this elective will be on deepening the understanding of the dynamics in this field and practically crafting more effective, sustainable and profitable sports marketing and sponsorship strategies.

The objective is to expose students to current local and international best practices and leave them with an actionable approach that can improve the performance of their organisation.

Financial derivatives 844 (GIA 844)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

To demystify the use of derivatives. To price options, calculate and estimate volatility, to understand hedging and how to apply overlays, as well as becoming familiar with the warrants market.

Black economic empowerment 847 (GIA 847)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The purpose of this elective course is to discuss, at the level of the country and organisation, the concepts of transformation. It addresses the corporate citizenship role that organisations have to play in transforming South Africa.

The first part of the course will deal with the country's legislation framework on transformation, the drivers of the legislation and the governance structures in government to monitor and measure the transformation progress in South Africa. We will also take stock of the status of transformation in the country.

The second part of this elective will focus on the challenges and opportunities in the country and the workplace in relation to transformation.

Competitive intelligence 848 (GIA 848)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective is designed to introduce students to the theory and practice of Competitive intelligence, including its activity (or processes), organisational structure, and 'products' (i.e. deliverables). In short: What is intelligence? How does it differ from market research and other, more conventional, streams of management information? What are its key roles? How does the intelligence function work? How is it structured in a corporate environment? What added-value does it deliver to business decision-makers?

International business strategy 850 (GIA 850)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The rationale for the course is that all businesses are increasingly exposed to the global context, whether in terms of their competitors, their markets or their supply chains. As such, it is incumbent upon all managers to have an appreciation of the opportunities and threats that exist in doing business on an international scale. To operate effectively in a global context, managers need to be able to evaluate differences between countries and the impacts of these differences on firm behaviour. This module aims to provide students with the skills necessary to develop global business strategies and meet the challenges entailed.

Business analysis and communication 856 (GIA 856)

Qualification	Postgraduate
Module credits	0.00
NQF Level	09
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This module is designed to enable students to analyse business problems, derive appropriate solutions, and communicate them effectively. There are two parts to it:
Part A deals with the written analysis of business cases. Through classroom instruction and individual feedback, students learn to analyse a business case, generate and review solutions, and prepare a clear, logical written summary of their analysis. The skills learnt include the cognitive skills of analysing, evaluating and synthesising complex material, and the communication skills of presenting findings in oral and written English.
Part B applies the same skills to the analysis and solution of an actual business situation. Students are required to conduct research into a problem posed in a company. They analyse the problem, conduct the appropriate research in the industry, apply the models and techniques covered in their MBA core courses, and prepare a consulting report for presentation to management and faculty.

Analytical tools and techniques 861 (GIA 861)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module examines statistical tools used in business decision-making. Statistical methods will be introduced in a non-technical manner and developed in business contexts. Topics will include understanding the differences, predictions and associations when using statistical analysis for business decision making. These techniques will underpin the use of univariate and multivariate techniques. Statistical computer packages play a major supporting role in statistical applications, and frequently-encountered spreadsheet and software packages will be utilised during the module. You will learn how to interpret the information contained in management data, and to define and analyse management problems quantitatively. You will develop an intuitive understanding of statistical techniques through explanations of methods and interpretation of real business problems. Ultimately, if you need to consult experts in this area, you will be better able to select, evaluate and use their services.

Microeconomics: Prices and markets 862 (GIA 862)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English

Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module introduces microeconomic theory and its application to real business situations. The aim of the module is to establish a rigorous appreciation for the main drivers of any business and to show how different variables will impact the company bottom line. The module begins by examining consumer demand and covers why consumers act in a particular way, how they may react to market changes and what strategies a company may undertake to maximise their revenue in both the short and the long term. The course then shifts to the production decisions of a company and examines in detail the different types of costs within an organisation, what variables positively and negatively affect these costs and how these costs can be managed to maximise profits and profitability. Different market structures are analysed to assist students in placing their firm and sector in an appropriate market structure thus providing useful insight into options regarding inter-firm rivalry, firm interdependence, and strategies to deal with competition from similar firms. The module is designed to give the student a set of tools, models and causal chains which will help them make more informed strategic decisions regarding: the pricing of their goods, their cost management, their competition strategies and options to maximise profitability.

Financial accounting 863 (GIA 863)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Prerequisites	No prererequisite.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

This module is designed to equip participants with the necessary skills to analyse and interpret financial information. An overview of the preparation of simple financial statements serves as the basis for understanding the uses and limitations of the financial reports that companies prepare for shareholders and other external agencies. Topics dealt with in-depth include the contents of financial reports, ratio analysis and cash flow analysis, in addition to specific techniques developed for prediction of financial failure and vulnerability to takeover. Actual financial statements are analysed, and participants are expected to be familiar with real cases in the current financial press. You will become familiar with how financial statements such as balance sheets, income statements, and cash flow statements are structured. Various methods of critically evaluating them in order to make conclusions about the company’s financial strength or weakness, and future possibilities such as financial failure or the probability of takeover will be discussed.

Management accounting 864 (GIA 864)

Qualification	Postgraduate

Module credits	9.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Management accounting provides managers with timely and appropriate information – firstly in order to understand the cause and behaviour of costs and to meaningfully allocate these costs to products, customers and inventories; secondly to assist in planning, budgeting and decision making; and finally in order to measure performance. This module is intended as an introduction for individuals who will plan, make business decisions and evaluate the performance of business units using information derived from the accounting system. You will understand the benefits of basic management accounting tools and techniques and learn how these concepts can be useful in different managerial decision-making situations.

Corporate finance 865 (GIA 865)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Corporate finance encompasses what every general manager should know about finance. Its purpose is to provide an introduction to financial management that blends relevant theory with practical application. This module will equip you to participate fully and creatively in the resolution of many financial issues facing your organisation. The course has a number of parts: the use of financial statements to glean information about the firm and to plan future performance; raising capital, including whether the firm should rely on equity or debt financing, and what to distribute to owners in the form of dividends or share repurchase; allocating capital, including techniques for investment evaluation, and the rates of return projects must earn to create value; integrating the preceding material to examine motives and gains behind corporate restructuring including mergers and leveraged buyouts.

Human Resource Strategy 867 (GIA 867)

Qualification	Postgraduate
Module credits	9.00

NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This module explains both how human resource systems should support the achievement of strategic objectives in the South African context, and how line managers should manage people to achieve those objectives. Module topics include the management of strategic human resources (aligning HR and business strategy, succession planning, and the war for talent), management of HR-firm infrastructure, training and development, managing employee contributions (performance management and industrial relations), and integrating HR strategies and business strategies. The role of the line manager in managing performance will be considered, and underpinned by an overview of the causes of human behaviour in organisations. The module will include case studies to illustrate unique problems and approaches to HR strategy. You will learn the strategic value of effective management of human resources and how alternative HR strategies deliver different results.

Organisational development and transformation 868 (GIA 868)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to equip students with the conceptual and practical skills to enable them to contribute to the development and maintenance of effective organisations. The module presents a set of behavioural science concepts, diagnostic approaches, tools and techniques for improving organisational effectiveness and individual well-being, together with the values that underlie them. The recent growth in applications of organisational development in a variety of industries and sectors including hospitals, government agencies, schools and NGOs is reviewed. In response to global and local challenges, particularly those pertaining to the dynamic and complex nature of health care, this module also focuses on HIV/Aids policy and strategy and explores how these could contribute to organisational effectiveness and sustainability.

Marketing 869 (GIA 869)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle

Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

This module teaches a systematic approach to marketing decision making in order to match continuously changing market opportunities with the internal resources of the company in terms of production capacity, people and finance. Key topics include understanding the market and the customers, analysing marketing opportunities, developing marketing strategies, planning marketing programmes, and assessing new directions for marketing, particularly the impact of e-business. By critically examining an extensive theoretical base of marketing literature, and reviewing local and international case studies, you will develop the skills and insights required to formulate and evaluate an effective marketing strategy within the context of overall corporate objectives. You will evaluate the changing role of marketing in the knowledge economy, and how marketing interfaces with other functional areas within the organisation.

Integrative business research report 872 (GIA 872)

Qualification	Postgraduate
Module credits	60.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Knowledge creation is a hallmark of a master’s degree and the integrative business research project provides you with an opportunity to apply theories and concepts that you have learned in the core modules to a business problem and also to gain experience in planning and implementing a complex research project. It thus serves as a capstone of the MBA learning experience.

Global module 873 (GIA 873)

Qualification	Postgraduate
Module credits	5.00
NQF Level	09
Programmes	Master of Administration modular [MBA] Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science

Period of presentation	Semester 2

Module content

*Attendance module only
Available from the relevant international institution.

Creativity for the business mind 879 (GIA 879)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The aim of this course is to empower the student’s imagination to ensure that they are able to fully develop their leadership potential. It is imagination that enables us to transcend present limitations and shape the future.

Innovation and design 880 (GIA 880)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Contemporary issues in dynamic markets 886 (GIA 886)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Any organisation operating in a dynamic market needs to be aware of the opportunities and challenges that face them. The key aim of this elective is to develop a deeper and more critical understanding of dynamic markets along with the actors and factors that define them. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in global business 891 (GIA 891)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will enable students to view the latest models and theories that surround doing business the global economy. This elective builds on the concepts covered in the core programme and therefore the topics chosen will be very substantive. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Integrative business research report 892 (GIA 892)

Qualification	Postgraduate
Module credits	60.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Knowledge creation is a hallmark of a Master’s degree and the integrative business research project provides you with an opportunity to apply theories and concepts that you have learned in the core courses to a business problem and also to gain experience in planning and implementing a complex research project. It thus serves as a capstone of the MBA learning experience.

Macroeconomic forces and microeconomic consequences 897 (GIA 897)

Qualification	Postgraduate
Module credits	12.00

NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The objective of this elective is to develop a framework allowing to better assess the relative certainties and key uncertainties that businesses face, and some of the implications for firm strategy, organisation, and management. In a sense, this course will take your core macroeconomics course, apply it to the current economic setting, and extract lessons for managers.

Work integrated learning 780 (GIB 780)

Qualification	Postgraduate
Module credits	0.00
NQF Level	08
Programmes	PGDip in Business Administration PGDip in Business Administration
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The aim of this module is to ensure that students develop an integrated approach to learning. Students will gain practical experience that links to the theoretical knowledge gained on the Postgraduate Diploma in Business Administration. Students will work in various roles to gain experience. Work integrated leaning will be assessed via specific guidelines. Students will be directed and mentored to ensure the application of theoretical knowledge to work related activities. These work related activities may include on-campus and off-campus projects.

Macro-economics 781 (GIB 781)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Programmes	PGDip in Business Administration PGDip in Business Administration

Prerequisites	No prerequisites.
Contact time	24 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Focusing on the macroeconomic and socio-political environment in which businesses operate, this course includes a study of the multi-faceted ways in which global economic trends and domestic socio-political strategies affect organisations. You will gain insight into how the South African economy operates, as well as an understanding of economic indicators, like business cycles, inflation and unemployment.

Information and knowledge management 785 (GIB 785)

Qualification	Postgraduate
Module credits	5.00
NQF Level	08
Programmes	PGDip in Business Administration PGDip in Business Administration
Prerequisites	No prerequisites.
Contact time	24 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

An organisation’s competitive advantage increasingly depends on knowledge management – what the organisation knows and how it uses what it knows. This course focuses on the knowledge economy and how technological advances in information technology impact on the structure of industries and organisations, the management of people, and how business is conducted.

Advocacy as a critical skill 800 (GIB 800)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective will help you learn and practice ways to become a better advocate for yourself and others. You will learn how to create an argument, back it up with compelling facts, and then reduce it to a simple, compelling, memorable story that will change both hearts and minds. By the end of the elective students' would have practiced and learnt to use the most persuasive and memorable methods to advance a cause, stand up for themselves and for others and to inspire and mobilize others to action.

Professional management consulting 801 (GIB 801)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is designed for executives, senior managers and graduates wishing to enter the field of management consulting. This course will provide them with a comprehensive overview of the practice and processes involved in management consulting. It will address the management consulting competency framework, consulting lifecycle, interpersonal interactions and the ethical requirements of a management consultant. Client perspectives and expectations will be discussed in detail, as will the consultant's behavior and demeanour in client interactions. Management consulting is a very broad and overarching profession which requires a myriad of competencies and specifically the adaptability to various client contexts.

Financial modelling 802 (GIB 802)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The implementation of the basics of finance studied on the MBA requires numerical techniques and computational skills. Excel, the most widely used computational tool in finance, is a natural medium for deepening our understanding of the materials. This elective is organised across subject areas relating to specific aspects of finance: corporate finance, portfolios, options and bonds. Topics will include some or all of the following: corporate finance models; portfolio Models; event studies and bonds.

Mergers and acquisitions 803 (GIB 803)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The aim of the course is to provide a sound understanding of valid strategic reasons for considering a merger or acquisition transaction. The focus will further be on insights into the factors that influence success and failure in M&A; an overview of the various forms that M&A can take – outright acquisition or partnering; create an appreciation of the implications of globalisation, and in particular investment in emerging markets and give students an understanding of the M&A process, including the regulatory framework within which deals are concluded.

Building brands 804 (GIB 804)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Explores how brands generate value for organisations, and how marketing/brand managers build strong brands.

Expert negotiator 805 (GIB 805)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09

Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

A 4-day workshop-styled programme covering the broad field of negotiation. This is an advanced programme aimed at negotiations of high financial value and significant consequence of error.

Strategy in private equity 806 (GIB 806)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This module is intended for students who are interested in the role and application of strategic management in the private equity industry. The module will examine the range of strategic choices that need to be made by the private equity fund manager at each of the stages in the private equity process (pre-investment, investment, post-investment venture management and exit). The underlying question that the module seeks to address is: What strategies are required for the private equity fund manager to produce superior returns on investment, to meet investor expectations and to build wealth for the fund manager? The setting for the module is the private equity industry on a global basis, including both developed and emerging markets, with an orientation toward the local South African market.

Managing information systems and big data 807 (GIB 807)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective addresses managing information systems to position company operations to be effective, efficient and adaptable in the rapidly changing global economy while appropriately handing associated challenges, ethical concerns, and risks. Issues and various approaches involved in defining, developing or acquiring, and deploying information systems are studied within both strategic and support roles. Managers will examine how information technology can be used as an enabler for business process improvement and service innovation, how to recognize business processes and assess their information-related needs, and how to develop organizational agility through business process innovations enabled by information technology.

Strategy and general management 808 (GIB 808)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

To integrate our understanding of strategy and leadership by thinking through these key concepts, drawing on the strategy-related topics as well as any other aspects of the MBA that will assist you in shaping the habits and practices of leadership at a strategic level.

Investment finance 809 (GIB 809)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The primary aim of this module is to provide the student with the necessary skills to analyse financial markets from within the firm as well as from positions outside of the firm.

Operationalising strategy 810 (GIB 810)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09

Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is designed to demonstrate how strategy is transformed into action that results in competitive advantage. This elective is designed not only to deepen the student's knowledge, but also to provide them with practical knowledge of how to turn strategy into action.

Financial and management accounting 811 (GIB 811)

Qualification	Postgraduate
Module credits	10.00
NQF Level	09
Programmes	Master of Administration modular [MBA] Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module is designed to equip participants with the necessary skills to analyse and interpret financial information. Actual financial statements are analysed, and participants are expected to be familiar with real cases in the current financial press. You will become familiar with how financial statements such as balance sheets, income statements, and cash flow statements are structured. Various methods of critically evaluating them in order to make conclusions about the company’s financial strength or weakness, and future possibilities such as financial failure or the probability of takeover will be discussed. Management accounting provides managers with timely and appropriate information – firstly in order to understand the cause and behaviour of costs and to meaningfully allocate these costs to products, customers and inventories; secondly to assist in planning, budgeting and decision making; and finally in order to measure performance. This module is intended as an introduction for individuals who will plan, make business decisions and evaluate the performance of business units using information derived from the accounting system.

Human resource strategy 812 (GIB 812)

Qualification	Postgraduate
Module credits	10.00
NQF Level	09

Programmes	Master of Administration modular [MBA] Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module explains both how human resource systems should support the achievement of strategic objectives in context, and how line managers should manage people to achieve those objectives. Module topics include the management of strategic human resources (aligning HR and business strategy, succession planning, and the war for talent), management of HR-firm infrastructure, training and development, managing employee contributions (performance management and industrial relations), and integrating HR strategies and business strategies. The role of the line manager in managing performance will be considered, and underpinned by an overview of the causes of human behaviour in organisations. The module will include case studies to illustrate unique problems and approaches to HR strategy. You will learn the strategic value of effective management of human resources and how alternative HR strategies deliver different results.

Marketing 813 (GIB 813)

Qualification	Postgraduate
Module credits	10.00
NQF Level	09
Programmes	Master of Administration modular [MBA] Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module teaches a systematic approach to marketing decision making in order to match continuously changing market opportunities with the internal resources of the company in terms of production capacity, people and finance. Key topics include understanding the market and the customers, analysing marketing opportunities, developing marketing strategies, planning marketing programmes, and assessing new directions for marketing, particularly the impact of e-business. By critically examining an extensive theoretical base of marketing literature, and reviewing local and international case studies, you will develop the skills and insights required to formulate and evaluate an effective marketing strategy within the context of overall corporate objectives. You will evaluate the changing role of marketing in the knowledge economy, and how marketing interfaces with other functional areas within the organisation.

Operations management 814 (GIB 814)

Qualification	Postgraduate
Module credits	10.00
NQF Level	09
Programmes	Master of Administration modular [MBA] Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module examines how an organisation’s structures, systems and processes contribute to its competitive position. This involves management of the processes whereby inputs such as labour, materials and equipment are converted to products or services that meet customers’ needs at an acceptable cost. Improving performance cross-functionally and across the value chain is an important focus. Topics include functional versus corporate operations strategy, operations’ reactive role, service-delivery systems design, process choice, quality management and improving operations, time and productivity, aligning operations to markets, and the impact of technology developments on the service-delivery system. You will be able to analyse an operating system’s efficiency in terms of process design, capacity and quality of service, and make recommendations to improve its design or operation. You will have a greater appreciation of the need to manage integrated processes across the value chain to achieve business success.

Strategic finance and value creation 818 (GIB 818)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09

Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module will provide practical insight into strategy and corporate financial theory. The theme of the module will be financial strategy for creating value.

Competitiveness and economic development 820 (GIB 820)

Qualification	Postgraduate
Module credits	24.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	56 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Designed to address the determinants of competitiveness from a bottom-up, micro-economic perspective, this module examines the relationships that exist between economic policy, cluster development, industry structure, firm competitiveness and wealth creation.

Project and infrastructure finance 826 (GIB 826)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective is intended to give participants a robust understanding of the key features and mechanisms relating to project finance, skill them with the ability to interrogate models in the evaluation of project finance transactions, and apply critical thinking in the risk management of projects. The role of infrastructure in enabling higher and broader based economic growth in Sub- Saharan Africa is considered together with the appeal of infrastructure as an asset class.

Technology and emerging markets 828 (GIB 828)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

In this module ‘technology’ and ‘emerging markets’ will be brought together. The module will explore the challenges that business face when entering emerging markets with a technology enabled offering. The module will not be a theoretical discussion but will take students through practical application of frameworks and tools. The module will start with a technology trends analysis – looking at technology developments over the last 5-10 years and assessing how new and emerging technologies could change the way business is done. If emerging markets are “how” right now, they are certainly not all equally “hot” and the elective will look at emerging country assessment to determine how managers should go about assessing an emerging country.

Strategy and technology 830 (GIB 830)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Students on this elective will gain a broad insight into the most pressing current activities and issues in the telecoms, IT, broadcast and media industries as well as a glimpse into future possibilities that new technology developments will enable.

Business opportunities and innovations in Africa 831 (GIB 831)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module will deepen students' insights into four aspects of business opportunities and the way they apply in the African context:

- Customer issues and challenges
- Ownership structures
- Workers' related specificities
- The future - sustainability in turbulent environments

Economics of organisational strategy 833 (GIB 833)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The aim of the module is to provide students with additional analytical tools and methodologies derived from recent developments in the economics of strategy and organisation such as game theory, Transaction Cost Economics (TCE), Property Rights Theories (PRT), and evolutionary economics.

Scenario planning and strategic thinking 836 (GIB 836)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle

Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module introduces students to a first principles approach to strategic thinking, and demonstrates the use of scenario planning and an understanding of the human brain as a useful method to use in complex and uncertain environments. Students will be provided with the opportunity to get hands-on experience with this approach and also share with a diverse range of case studies to illustrate how this works.

Innovating business at the base 839 (GIB 839)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The aim of this module is to get you to put on the multiple hats of the researcher, the innovator, the consultant and the solution diviner. By the end of this programme you should be equipped with the skills to start planning how your business could tap into the potentially lucrative low-income market. To this end the module will introduce you to key concepts, theories and best case practices around serving the emerging consumer. Following this will be immersion into a township context where students gather data to understand the low-income landscape and learn first-hand through dialogue with local businesses and individuals the necessity of qualitative market intelligence and the impracticality of ‘ivory tower’-style business model development.

Woman in leadership 840 (GIB 840)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The aim of this elective is to inspire participants to play a significant role in creating organisations that advance the role of women in business. The objectives of the module are to:

- Evaluate the progress of women in business;
- Go back in time to understand historical drivers;
- Explore the causes for the lack of advancement of women in business;
- Enable participants to diagnose their current context;
- Develop practical solutions to implement meaningful change for participants and their organisations.

Consumer behaviour in dynamic markets 841 (GIB 841)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module focuses on consumers in dynamic markets. The differences between these consumers and consumers of developed markets, as well as what is happening in terms of value systems, social mobility and the forces of change, and how living in dynamic markets affect consumer choices.

Effective execution and project management 843 (GIB 843)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module will provide students with the essential techniques, skills and insights that Senior Executives and Management require to successfully, strategically and effectively plan, manage, monitor and execute throughout the life cycle of a project. Students will be able to assess, identify and mitigate the potential and forecasted constraints, risks and issues that could be or will be over time causing failure within a project. Then to be able to report, communicate and manage key stakeholder's expectations, suppliers and team members' delivery through effective facilitation.

Understanding dynamic markets 845 (GIB 845)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The objective of this module is to evaluate the rising significance of frontier and emerging markets in the global economy and explore the formulation of market-entry strategy into each region. A number of questions are posed and considered.

Innovation for future fitness (sustainability) 846 (GIB 846)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module will introduce you to the mega-trends and futures-thinking tools you will need to be more resilient and successful in the 21st century. This module views future-fitness in two ways: in terms of *alignment* – i.e. fitting, like a jigsaw piece, into the bigger picture of an emerging world; and in terms of *agility* – i.e. building up the kind of fitness that allows quick reflexes and strong performance in response to future conditions.

Leader as coach 847 (GIB 847)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module is designed to provide students with a fair understanding on the basics of coaching and how coaching methods employed in a work environment can improve the effectiveness of the individual team members as well as the overall team leading to improved business performance.

Business connectedness in Southern Africa 849 (GIB 849)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The aim is to better understand and gain a feeling of trade and business in and around Southern Africa – through a practical first-hand experience by road from Johannesburg to a neighbouring country (Zimbabwe or Mozambique). The goals and objectives include the gaining of some insight into the life blood of the region: the movement of goods and services between South Africa and surrounding countries. The role of infrastructure, policy, bureaucracy and security on trade and general economic activities will be witnessed first-hand and discussed in detail – with perspectives and solutions offered and exchanged among the group.

Lean operations management 850 (GIB 850)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This module examines how an organisation's structures, systems and processes contribute to its competitive position. This involves management of the processes whereby inputs such as labour, materials and equipment are converted to products or services that meet customers' needs at an acceptable cost. Improving performance cross-functionally and across the value chain is an important focus. Topics include functional versus corporate operations strategy, operations' reactive role, service-delivery systems design, process choice, quality management and improving operations, time and productivity, aligning operations to markets, and the impact of technology developments on the service delivery system. You will be able to analyse an operating system's efficiency in terms of process design, capacity and quality of service, and make recommendations to improve its design or operation. You will have a greater appreciation of the need to manage integrated processes across the value chain to achieve business success.

Macroeconomics: National competitiveness 851 (GIB 851)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This course examines the macroeconomic and socio-political environment in which business operates. Its aims are, firstly, to demonstrate the multi-faceted way in which global economic trends and domestic socio-political strategies impact on the private sector. Secondly, the course aims to provide participants with an insight into, and understanding of, the major causal relationships encountered in the macroeconomic equation. The key topics include the political/economic cycle, a concise profile of the South African economy, aggregate supply analysis, aggregate demand analysis, public sector economics, international economics, globalisation and international competitiveness, monetary economics, and economic indicators (including the business cycle, inflation and unemployment). This course will provide you with the conceptual frameworks and analytical tools needed to understand and predict the impact of macroeconomics. The focus on the South African economy within the context of the global environment and the resultant challenges for business will provide you with an important perspective on doing business in South Africa in the future.

Integrated business simulation 852 (GIB 852)

Qualification	Postgraduate
Module credits	5.00
NQF Level	09
Programmes	Master of Administration modular [MBA] Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]

Contact time	12 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This course is based on the premise that everyone has the capacity to succeed in an entrepreneurial setting, although some people may have a greater propensity to succeed than others. The intention of this course is to demystify the phenomenon broadly referred to as entrepreneurship; to make it easily understood as a business concept, readily accessible as a career option and practically applicable as a style of management. The course provides a broad perspective on entrepreneurship and its strategic importance and social relevance. It also provides an understanding of and approach to managing the issues involved in pursuing an entrepreneurial career path. It integrates different aspects of the MBA in developing a business plan for a potential entrepreneurial idea, and thus provides a practical application of concepts dealt with in other MBA courses.

Corporate governance 853 (GIB 853)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The purpose of this elective module is to introduce, at the level of the organisation, the concepts of corporate governance, risk management and performance measures to achieve corporate objectives and comply with regulatory and other obligations. The first part of the module deals with questions of governance and risk. The focus is on the role of the board as the central player in the organisation’s governance system and as the custodian of its integrity and sustainability. This provides the framework for the rest of the module and understanding that the role of the board is crucial. The second part focuses on the measures of performance with respect to such factors as finance, markets, innovation, legislative and regulatory compliance and environmental impact.

Corporate strategy 854 (GIB 854)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English

Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

The course will introduce students to different challenges faced by the CEO in strategy formulation and implementation. The purpose of the course is to create a deep appreciation of the basic concepts in strategy and their application in real situations both at corporate and business unit levels. The objectives of the course are to provide an understanding of: the determinants of and processes in the formulation and implementation of strategy; an integrated view of the different themes and concepts in strategy and their relevance in different contexts; an integrated view of all the functional areas of management; and the current strategic concerns of South African and International companies in the contexts of significant changes in the business environment. Topics included are corporate strategy, business and competitive strategy, core competencies, strategic intent, growth and diversification models and interface between strategy and leadership.

Customer centric strategy 855 (GIB 855)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

To create new wealth, an enterprise or start-up needs to be truly customer focused. What this means and how to go about achieving this is what this module is all about. First, we look at the principles and practice of customer-focused strategy, and how it differs from some of the traditional models being used, holding organisations back. Then, sessions will demonstrate how to uncover new “market spaces” and a tried and tested methodology called the “customer activity cycle” will be used to discover and uncover innovative products and services opportunities. The final part of the module looks at a systematic process for implementation of customer focus – i.e., making it happen. What shapes success and failure? What makes a person an energizer driving change? What kinds of teams are needed when, how to involve silos, how and with whom to partner? How to test new ideas, pace and prioritize, and how internal and market take-up and scale-up can be achieved and sustained.

Multinational enterprise business strategy 856 (GIB 856)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science

Period of presentation	Semester 1 or Semester 2

Module content

This module is about international business and the strategies of MNEs. This module is from the perspective of the MNE and should not be confused with economics or country competitiveness. Globalisation is not an option for any business; it is a strategic imperative. The same is true for countries, which cannot grow rapidly without access to global capital and skills. The current global economic crisis has highlighted the interconnectedness of businesses (local and international) and requires an understanding and appreciation of global business. This module aims to provide students with the skills necessary to develop global business strategies and meet the challenges entailed.

Applied decision making 860 (GIB 860)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This module is based on a comprehensive business simulation. Your group will run a company in competition with others, and apply all the disciplines of management to make it successful. You will be required to reflect on the progress of the simulation and draw conclusions about managing the whole enterprise.

Global business strategy 861 (GIB 861)

Qualification	Postgraduate
Module credits	0.00
NQF Level	09
Programmes	Master of Administration modular [MBA] Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Contact time	7 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module will prepare students for the global elective by examining what makes countries and companies competitive globally. The concepts introduced at the beginning of the first year in the competitive organisation as part of the orientation programme will be re-visited and students will be helped to draw on their entire MBA experience to develop the critical ability to identify factors that enhance and restrain competitiveness. Special attention is given to the relative competitiveness of South Africa and the countries and regions to be visited, with special reference to the industries that will be studied.

Decision making 862 (GIB 862)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Programmes	Master of Administration modular [MBA] Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This module examines strategic decision making in various contexts. The aim of this module is to delve into the structure of decision making and decision making styles and practices.

Contemporary issues in personal effectiveness 883 (GIB 883)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is based on the principle that understanding oneself is the first step towards becoming an effective leader. Students will be exposed to current theory and practice in the field of leadership. Exercises and discussions will assist students to understand leadership at a personal level and prepare them to develop strategies for personal improvement The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Global business strategy 887 (GIB 887)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Value chain management 889 (GIB 889)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	24 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This course continues the themes developed in Managing operations for results, bringing a more integrated, cross-disciplinary approach to the task of producing results in the “engine room” of the company. Case studies, visits and practical exercises will help you develop effective ways of innovating and managing across the organisation’s structures, systems and processes to improve performance across different industries. You will be required to apply models of innovation, design and management of processes to your own organisation.

Thesis: PhD 900 (GIB 900)

Qualification	Postgraduate
Module credits	360.00
NQF Level	10
Programmes	PhD PhD
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Year

Module content
Self-directed as per research interest of the doctoral candidate.

Strategy in the digital age 750 (GIC 750)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Prerequisites	No prerequisites.
Contact time	21 contact hours per semester
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

During this course, students take an integrative view of business and management. Students will be introduced to the concepts of strategy formulation and implementation and study the links between technology, operations, processes and structures. Using the knowledge and skills learned throughout the programme, you will develop a holistic view of business and the organisation.

Applied business project 751 (GIC 751)

Qualification	Postgraduate
Module credits	20.00
NQF Level	08
Prerequisites	No prerequisites.
Contact time	24 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

The Applied business project is designed to enable students to develop their decision-making skills via tackling a societal issue from a business perspective. Syndicates will be expected to select a topic, identify a potential issue or opportunity, conduct research to understand the issue or opportunity, generate and review possible solutions, present a clear, compelling case for their chosen solution, and communicate this effectively.

Foundations of research 752 (GIC 752)

Qualification	Postgraduate
Module credits	5.00
NQF Level	08

Prerequisites	No prerequisites.
Contact time	7 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 and Semester 2

Module content

This course serves as an introductory course to business analysis and research methods. The course provides the foundations for understanding what research is, what is researched, the importance of research for both business and academia, and how research influences evidence-based decision-making.

Operations management 780 (GIC 780)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Programmes	PGDip in Business Administration PGDip in Business Administration
Prerequisites	No prerequisites.
Contact time	24 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The course in Operations management will help you examine how the resources, structures, systems and processes of your organisation could be managed to improve its competitive position. Improving cross-functional organisational performance across the value chain, as well as the design of service-delivery systems, is an important focus.

Integrating structures and processes 781 (GIC 781)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Programmes	PGDip in Business Administration PGDip in Business Administration
Prerequisites	No prerequisites.
Contact time	24 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science

Period of presentation	Semester 2

Module content

During this course, we take an integrative view of business and management. We introduce the concepts of strategy formulation and implementation and study the links between operations, processes and structures. Using the knowledge and skills learned throughout the programme, you will develop a holistic view of business and the organisation. The skill-building session will be a business simulation, with individual coaching on your decision-making.position. Improving cross-functional organisational performance across the value chain, as well as the design of service delivery systems, is an important focus.

Ethics and sustainability 785 (GIC 785)

Qualification	Postgraduate
Module credits	5.00
NQF Level	08
Programmes	PGDip in Business Administration PGDip in Business Administration
Prerequisites	No prerequisites.
Contact time	14 contact hours over 1 week
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The purpose of this half-module is to create an appropriate level of awareness of the importance of ethical and sustainable behaviour in the business environment. Important ethical and sustainability issues in the South African context will be debated and discussed to ensure delegates appreciate some of the hurdles facing business leaders in South Africa. Students will develop an understanding of the underlying principles behind responsible leadership and be provided with tools to make sound business decisions where there is an ethical dimension present. It will also provide students with tools to assist them when faced with ethical dilemmas.

Entrepreneurship 786 (GIC 786)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Programmes	PGDip in Business Administration PGDip in Business Administration
Prerequisites	No prerequisites.
Contact time	24 contact hours per 3 week cycle
Language of tuition	Module is presented in English

Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module will introduce the students to the world of entrepreneurship and its embedded process. It will contribute to the role entrepreneurs play in the socio-economic environment and likewise address certain applications of the field. The intention of this module is to explore the phenomenon broadly referred to as entrepreneurship; to make it easily understood as a business concept, readily accessible as a career option and practically applicable as a style of management within the realm of the entrepreneurial mind-set.

Digital marketing 802 (GIC 802)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This course will help to define and quantify how value is created, destroyed and grown in the network economy. Understand how Web 2.0, social media and user-generated content have changed the rules of engagement with customers and staff alike.

Contemporary issues in organisational behaviour 803 (GIC 803)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will give students a more in depth view of the field of Organisational Behaviour. Through case method analysis, students will develop a more critical view of the latest theories and models in the field of organisational behaviour. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

The lean start-up 806 (GIC 806)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The course will provide an in-depth learning experience, exposing students to a new paradigm in “Entrepreneurship management”. It expands on the material covered in the MBA core course on entrepreneurship and innovation while challenging the principles learned during project management, operations management and management accounting and their relevance (or lack of relevance) in the context of an uncertain start-up or radical new innovation. The course is targeted at MBA students who aim to launch a new high growth business venture or new innovation within an existing business.

Services marketing 807 (GIC 807)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This course explores emerging services marketing thinking, from both an academic and practitioner perspective. Students will have the opportunity to develop a services marketing strategy informed by analysis of best practice cases, services marketing theory, and illustrative services experiences. The aim of the elective course is to deepen students' understanding of best practice marketing approaches in services environments, in order for them to more actively contribute to the development, refinement and execution of winning services marketing strategies in their organisations.

Marketing metrics 808 (GIC 808)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The aim of the course is to discuss the concept of marketing and brand metrics and its proven impact on corporate performance. It provides a robust strategic background as well as actionable insights for Marketing practitioners.

Doing business in India 810 (GIC 810)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The course aims to build a pragmatic approach to developing successful businesses in and with India. It includes four components. The first component would aim to help delegates develop a comprehensive understanding of the context of India through the use of multiple lenses including historical, social, political, administrative and institutional and commercial. The second part would focus on developing common themes based on discussion of real cases (small cases) of success and failures of MNCs in India. The third section would focus on conversations with experienced professionals from MNCs, consultants, political and social experts to further sensitise the delegates on the challenges of doing business in India. The last section would comprise of each delegates' personal reflections in developing an approach to doing business in India.

Leading through storytelling 811 (GIC 811)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This course will introduce participants to a framework and process for storytelling as a medium to improve leader effectiveness, communication and interpersonal skills.

Leading innovation and organisational change 813 (GIC 813)

Qualification	Postgraduate
Module credits	15.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to expose students to a variety of innovation processes which individuals and organisations can participate in. This will expose students to the changes taking place in the business environment and how students as leaders can overcome any resistance to these changes together with identifying opportunities to re-skills workforces to support changes.

The moral leader 814 (GIC 814)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective deepens the study of leadership begun in the core modules by focusing primarily on the individual as a leader, rather than leadership in the abstract, with the purpose of helping the student to understand his/her own leadership impact, how to enhance it, and how to take control of the direction in which he/she is leading others. It deals with moral issues relevant to leadership decisions globally and in South Africa, with the aim of providing a basis for being responsible for the outcomes leaders produce and how to make responsible choices. The elective provides opportunity for reflection and guides students in understanding their own leadership role better and how to become better leaders in their chosen career.

Strategy and context 815 (GIC 815)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Capturing business between Sub-Saharan Africa and China 819 (GIC 819)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective focuses broadly on developing general management best practices for the Chinese business environment. It thus addresses broader issues and competencies relevant to understanding business in China. Apart from basic business acumen, this includes a cultural awareness and political savvy that allows managers to navigate their way through complex issues successfully. The seamless transition between politics, policy and business in china distinguishes it from the Western models of doing business and requires an alternative mind-set.

Lean supply chain management 820 (GIC 820)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will focus on the latest thoughts and academic knowledge on lean production management philosophies and practices through manufacturing supply chains. The following will also be considered, how leading manufacturers internationally secure strategic alignment through their supply chains and create learning processes that lead to superior operational performance at vendors, and within their own operations.

African industrialisation 821 (GIC 821)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will introduce students to the importance of industrialisation to Africa, as well as the many challenges impacting on the necessary development of the manufacturing sector in Africa. Positioning Africa within the globalised context of developed industrialised economies and rapidly industrialising developing economies in Asia, the course uses a number of case studies to unpack the central challenges of building successful manufacturing sectors on the continent.

Industrial and trade policy 822 (GIC 822)

Qualification	Postgraduate

Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective focuses on the critical role of industrial and trade policy in shaping opportunities for industrialisation. The case study material covered in respect of South Africa is particularly important. By focusing on South Africa's evolving industrial policy landscape, the course highlights both the opportunities for, and the limitations of, industrial policy in a developing economy context.

Green manufacturing 823 (GIC 823)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Manufacturing is often derided as a polluting activity responsible for much of the damage that has been done to the world's environment. Limiting the environmental damage of manufacturing (while continuing to benefit from the wealth it creates) has consequently become a central focus of policy makers and business executives, hence the growth of environmental laws (and taxes) governing manufacturing processes and manufactured products, and the associated setting of specific environmentally-based standards through manufacturing supply chains. This elective will focus on the latest legislative requirements governing manufacturing processes.

The future of manufacturing 824 (GIC 824)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is intended to challenge students to use their strategic understanding of manufacturing to consider its future development trajectory. The elective is consequently structured to be exploratory in nature, focusing on a range of potentially major (or minor) shifts in manufacturing.

GIC 825 Advanced research methods 825 (GIC 825)

Qualification	Postgraduate
Module credits	15.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) Leading in New Economies
Prerequisites	No prerequisites.
Contact time	28 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module helps students to conceptualise a research design. It covers how the choice of a research design relates to the chosen analytic method (Qualitative Research, Quantitative Research or Mixed Methods). Students are expected to relate the business challenge to the research design and to justify the selection of a given design for a given problem. The objectives of the module are to help students: make informed decisions about their research design; and understand the implications of selecting a given research design in particular around the questions that can be answered.

Contemporary issues in entrepreneurship 2 847 (GIC 847)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

In this elective, you will be exposed to the latest theory and models based on Entrepreneurship. On completion of this module, you will be able to analyse, evaluate and offer solutions to local or global businesses from an entrepreneurship perspective. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in entrepreneurship 3 848 (GIC 848)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

In this elective, you will be exposed to the latest theory and models based on Entrepreneurship. On completion of this module, you will be able to analyse, evaluate and offer solutions to local or global businesses from an entrepreneurship perspective. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in marketing 2 849 (GIC 849)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

As market dynamics shift so too does the role of marketing. This elective will expose students to contemporary issues in both marketing theory and practice that will enable them to better equip their organisations to acquire, grow and maintain valuable customers in line with organisational objectives. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in marketing 3 850 (GIC 850)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

As market dynamics shift so too does the role of marketing. This elective will expose students to contemporary issues in both marketing theory and practice that will enable them to better equip their organisations to acquire, grow and maintain valuable customers in line with organisational objectives. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in human resources 2 851 (GIC 851)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The module will evaluate the application of the latest thoughts and theories surrounding Strategic Human Resources. This elective will focus on showing students how Human Resources is supported and how it enables the business strategy which allow them to synthesize different viewpoints and develop a plan and or recommendations for effective organisational performance. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in human resources 3 852 (GIC 852)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The module will evaluate the application of the latest thoughts and theories surrounding Strategic Human Resources. This elective will focus on showing students how Human Resources is supported and how it enables the business strategy which allow them to synthesize different viewpoints and develop a plan and or recommendations for effective organisational performance. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in information and knowledge management 2 853 (GIC 853)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The elective will focus on the contemporary emerging thoughts and theories surrounding the knowledge economy. After attending this elective, students will apply the necessary tools and frameworks to develop strategies which will assist in bridging the gap between information systems and the information managers. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in information and knowledge management 3 854 (GIC 854)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The elective will focus on the contemporary emerging thoughts and theories surrounding the knowledge economy. After attending this elective, students will apply the necessary tools and frameworks to develop strategies which will assist in bridging the gap between information systems and the information managers. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in finance 2 855 (GIC 855)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English

Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Regulatory changes over the last few years have increased the pressure on the financial expertise required of senior managers and board members. This elective will look at the current regulations and requirements needed to meet the increasing demands on organisations. Students will be exposed to the latest methods to handle this technically demanding and changing environment. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance

Contemporary issues in finance 3 856 (GIC 856)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Regulatory changes over the last few years have increased the pressure on the financial expertise required of senior managers and board members. This elective will look at the current regulations and requirements needed to meet the increasing demands on organisations. Students will be exposed to the latest methods to handle this technically demanding and changing environment. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in investment 2 857 (GIC 857)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The elective aims to provide students with the necessary skills required in modern times to analyse financial markets from within firms as well as from an outside perspective. The elective will require students to have a solid base on corporate finance before attending. The aim is to be very practical and hands on during the contact days and therefore preparation will be critical. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in investment 3 858 (GIC 858)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The elective aims to provide students with the necessary skills required in modern times to analyse financial markets from within firms as well as from an outside perspective. The elective will require students to have a solid base on corporate finance before attending. The aim is to be very practical and hands on during the contact days and therefore preparation will be critical. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in organisational development 2 859 (GIC 859)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Organisations are very complex and operate in an ever changing environment. Students attending this elective will be exposed to the most recent thoughts and theories around managing organisational change and development. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in organisational development 3 860 (GIC 860)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Organisations are very complex and operate in an ever changing environment. Students attending this elective will be exposed to the most recent thoughts and theories around managing organisational change and development. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in strategy 2 861 (GIC 861)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Strategy has become a key concept associated with organisational success or failure. Through a case method approach, this elective will provide students with a more in depth perspective of the current best practices for developing and executing strategy in the current business environment and will build on what was covered in the core curriculum. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in strategy 3 862 (GIC 862)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Strategy has become a key concept associated with organisational success or failure. Through a case method approach, this elective will provide students with a more in depth perspective of the current best practices for developing and executing strategy in the current business environment and will build on what was covered in the core curriculum. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in stakeholder management 2 863 (GIC 863)

Qualification	Postgraduate
Module credits	6.00

NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective looks at the importance of managing stakeholders through focusing on the possible ways to minimise threats and as well as maximise opportunities. Students will be exposed to the contemporary issues that surround the factors that impact on stakeholder management as well as the factors that assist in building these relationships. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in stakeholder management 3 864 (GIC 864)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective looks at the importance of managing stakeholders through focusing on the possible ways to minimise threats and as well as maximise opportunities. Students will be exposed to the contemporary issues that surround the factors that impact on stakeholder management as well as the factors that assist in building these relationships. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in innovation 2 865 (GIC 865)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Building an agile and innovative organisation has become a critical requirement to participate successfully in the current competitive landscape. In this elective students will build a working knowledge on the fundamentals requisite for an innovation culture to flourish. Through cases, company discussions and mixed media methods, students will also cover the components, structures, processes and mind-sets involved in developing a functional innovation system. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in innovation 3 866 (GIC 866)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Building an agile and innovative organisation has become a critical requirement to participate successfully in the current competitive landscape. In this elective students will build a working knowledge on the fundamentals requisite for an innovation culture to flourish. Through cases, company discussions and mixed media methods, students will also cover the components, structures, processes and mind-sets involved in developing a functional innovation system. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in leadership 2 867 (GIC 867)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is based on the principle that understanding oneself is the first step towards becoming an effective leader. Students will be exposed to current theory and practice in the field of leadership. Exercises and discussions will assist students to understand leadership at a personal level and prepare them to develop strategies for personal improvement The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in leadership 3 868 (GIC 868)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is based on the principle that understanding oneself is the first step towards becoming an effective leader. Students will be exposed to current theory and practice in the field of leadership. Exercises and discussions will assist students to understand leadership at a personal level and prepare them to develop strategies for personal improvement The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in general management 2 869 (GIC 869)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The aim of this elective is to expose students to the current research in the field of general management at a local and international level. Students attending this elective will gain a deeper understanding of the opportunities and challenges of managing a business in the current economic environment. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in general management 3 870 (GIC 870)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science

Period of presentation	Semester 2

Module content

The aim of this elective is to expose students to the current research in the field of general management at a local and international level. Students attending this elective will gain a deeper understanding of the opportunities and challenges of managing a business in the current economic environment. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in the environment of business 2 871 (GIC 871)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The environment in which organisations operate in are changing at a rapid pace. This elective give students insights into the latest trends, theories and practices that business need to survive in the current economic environment. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in the environment of business 3 872 (GIC 872)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The environment in which organisations operate in are changing at a rapid pace. This elective give students insights into the latest trends, theories and practices that business need to survive in the current economic environment. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in organisational behaviour 2 873 (GIC 873)

Qualification	Postgraduate

Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will give students a more in depth view of the field of Organisational Behaviour. Through case method analysis, students will develop a more critical view of the latest theories and models in the field of organisational behaviour. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in organisational behaviour 3 874 (GIC 874)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will give students a more in depth view of the field of Organisational Behaviour. Through case method analysis, students will develop a more critical view of the latest theories and models in the field of organisational behaviour. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in dynamic markets 2 875 (GIC 875)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Any organisation operating in a dynamic market needs to be aware of the opportunities and challenges that face them. The key aim of this elective is to develop a deeper and more critical understanding of dynamic markets along with the actors and factors that define them. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in dynamic markets 3 876 (GIC 876)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Any organisation operating in a dynamic market needs to be aware of the opportunities and challenges that face them. The key aim of this elective is to develop a deeper and more critical understanding of dynamic markets along with the actors and factors that define them. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in global business 2 877 (GIC 877)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will enable students to view the latest models and theories that surround doing business the global economy. This elective builds on the concepts covered in the core programme and therefore the topics chosen will be very substantive. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in global business 3 878 (GIC 878)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09

Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will enable students to view the latest models and theories that surround doing business the global economy. This elective builds on the concepts covered in the core programme and therefore the topics chosen will be very substantive. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in personal effectiveness 2 879 (GIC 879)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is based on the principle that understanding oneself is the first step towards becoming an effective leader. Students will be exposed to current theory and practice in the field of leadership. Exercises and discussions will assist students to understand leadership at a personal level and prepare them to develop strategies for personal improvement The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in personal effectiveness 3 880 (GIC 880)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is based on the principle that understanding oneself is the first step towards becoming an effective leader. Students will be exposed to current theory and practice in the field of leadership. Exercises and discussions will assist students to understand leadership at a personal level and prepare them to develop strategies for personal improvement The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in research methodology 2 881 (GIC 881)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will students the opportunity to engage with cutting edge issues in the field of research and how to gather evidence for business decisions. This elective will focus on what the most current trends or theories in a variety of fields are and will build on from the knowledge gained through the core modules. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in research methodology 3 882 (GIC 882)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will students the opportunity to engage with cutting edge issues in the field of research and how to gather evidence for business decisions. This elective will focus on what the most current trends or theories in a variety of fields are and will build on from the knowledge gained through the core modules. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in ethics 2 883 (GIC 883)

Qualification	Postgraduate

Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will help students gain a deeper understanding and appreciation of the value of ethical thinking in decision making, which assist them when faced with ethical dilemmas. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in ethics 3 884 (GIC 884)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will help students gain a deeper understanding and appreciation of the value of ethical thinking in decision making, which assist them when faced with ethical dilemmas. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in governance 2 885 (GIC 885)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This module will aim to introduce delegates to the arena of good governance as a critical management and leadership competency, providing an overview of the regulatory environment for governance and exploring the practical implications for good management and leadership practice, especially given the current context of the business environment. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in governance 3 886 (GIC 886)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This module will aim to introduce delegates to the arena of good governance as a critical management and leadership competency, providing an overview of the regulatory environment for governance and exploring the practical implications for good management and leadership practice, especially given the current context of the business environment. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in supply chain management 2 887 (GIC 887)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The supply chain plays a vital role in the success of organisations. Supply chain management is responsible for ensuring the flow or products, information and money to ensure value is added to the end consumers and return on capital employed for the entire supply chain is improved. As the networks become more complex, with more variability and the customer's expectation of shorter lead times, there is a need to give students a more in-depth understanding of this function, viewed from a systems perspective. This means the focus has to change from make and sell what can be made (push-and -promote) to make and sell what can be sold (position-and-pull).More detail is provided in the elective manual.

Contemporary issues in supply chain management 3 888 (GIC 888)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The supply chain plays a vital role in the success of organisations. Supply chain management is responsible for ensuring the flow or products, information and money to ensure value is added to the end consumers and return on capital employed for the entire supply chain is improved. As the networks become more complex, with more variability and the customer's expectation of shorter lead times, there is a need to give students a more in-depth understanding of this function, viewed from a systems perspective. This means the focus has to change from make and sell what can be made (push-and -promote) to make and sell what can be sold (position-and-pull).More detail is provided in the elective manual.

Contemporary issues in sustainability 2 889 (GIC 889)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The elective will introduce students to the concept of sustainable development from ethical, economic and corporate governance perspectives. The field of sustainability has grown in recent years and with more regulations being introduced across various countries the importance for managers to have understanding of this environment has grown too. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in sustainability 3 890 (GIC 890)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle

Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The elective will introduce students to the concept of sustainable development from ethical, economic and corporate governance perspectives. The field of sustainability has grown in recent years and with more regulations being introduced across various countries the importance for managers to have understanding of this environment has grown too. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in African management 2 891 (GIC 891)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will explore the most significant challenges and opportunities that face managers working in Africa. The interplay between economics, politics and social wellbeing will be explored at a macro and micro level. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in African management 3 892 (GIC 892)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will explore the most significant challenges and opportunities that face managers working in Africa. The interplay between economics, politics and social wellbeing will be explored at a macro and micro level. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Supply chain and logistics 802 (GID 802)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This programme aims to give participants a detailed insight into all the components of supply chain management and how these components can be integrated to provide value.

Contemporary issues in sustainability 804 (GID 804)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The elective will introduce students to the concept of sustainable development from ethical, economic and corporate governance perspectives. The field of sustainability has grown in recent years and with more regulations being introduced across various countries the importance for managers to have understanding of this environment has grown too. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in African management 806 (GID 806)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will explore the most significant challenges and opportunities that face managers working in Africa. The interplay between economics, politics and social wellbeing will be explored at a macro and micro level. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Sustainable business 807 (GID 807)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This module focuses on managing sustainability strategy in a difficult economic climate. It aims to engender a systems approach and a long-term-thinking approach to business decision making.

International elective 808 (GID 808)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Available from the relevant international institution.

International elective 809 (GID 809)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle

Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Available from the relevant international institution.

International elective 810 (GID 810)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Available from the relevant international institution.

International elective 811 (GID 811)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Available from the relevant international institution.

International elective 812 (GID 812)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.

Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Available from the relevant international institution.

Dealing with change and change immunity 818 (GID 818)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Learning about the various approaches to dealing with individual and organisational change lies at the heart of this elective. In particular the focus will be on the hidden dynamics in the challenge to change. This programme integrates the work of Neuroscience; Nancy Kline's Thinking model and the research conducted at Harvard University by Robert Kegan and Lisa Laskow Lahey on the theme of "Immunity to Change".

Global economic governance and business diplomacy 819 (GID 819)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Overall, this module examines the macro-economic and political forces that influence the development and functioning of global economic governance. Of particular interest is the development of international organisations and their role in influencing and regulating the global business environment; the formation and development of international regimes such as those governing multilateral trade and development; trade and international labour standards; alternatives to intergovernmental regulation such as voluntary Codes of Conduct, Codes of Business Principles and their efficacy. In essence, this module offers an in-depth understanding of the complex international environment in which managers, business organisations and governments operate.

Personal leadership development 820 (GID 820)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The objective of this course is to create the opportunity for students to enhance their ability to work with others and help them reflect on their individual beliefs, attitudes, and responses to others. At the individual level the course will focus on two key areas of leadership: Managing yourself (self awareness and understanding) and managing relationships (the impact you have on others). These two aspects involve a high level of self-awareness, the willingness to risk new behaviours, and the capacity to be flexible and make changes as the environment changes. The course is integrative and focuses on different aspects important for success. It provides perspectives, frameworks and concepts from the different management disciplines that you have encountered during your MBA. Furthermore, it is dedicated to developing self-aware leaders who are able to effectively manage relationships and positively impact global business and society.

Sales leadership 821 (GID 821)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This Real Sales Leadership elective provides a much needed roadmap for corporate executives and entrepreneurs to understand; develop and manage the sales function within a working business. The course is delivered in a simple modular format balancing the importance of strategic sales leadership with the need for effective sales-team management.

Leadership and corporate accountability 843 (GID 843)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Contact time	24 Hours

Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This course examines the often conflicting ethical, social and economic responsibilities of business leaders operating in a dynamic market. The aim of the course is to equip business leaders for the dilemmas and decisions that they face because of the dynamic and complex environment they operate in. The course reviews leadership styles and ethical principles and how these impact the quality of difficult decisions. Also covered are the governance principles and processes required to develop the desired culture of responsibility and appropriate conduct in a business.

Innovation and design 844 (GID 844)

Qualification	Postgraduate
Module credits	5.00
NQF Level	09
Contact time	12 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This course is designed to provide insight into the role of Innovation and Design and an understanding of how this is achieved in practice. The course covers the types, drivers, challenges and strategies of innovation, open and closed innovation, the connection between innovation and customer value, strategy, strategic capability and execution, the theory of innovation science, the practice of Innovation in action, how to build an appropriate innovation portfolio, and the challenges of innovation within an existing operation.

Dynamics of competitiveness 845 (GID 845)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Contact time	24 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This course focuses on knowing oneself and the impact of one's history or background on business effectiveness in the environment in which the students are or will be working. This course is designed around a road trip undertaken by all students at the end of year one, and provides them with an opportunity to analyse the current dynamics, challenges, social and political nuances and the history of the area they visit. By immersing the students in the culture and history of the places they visit, this experiential approach is designed to illustrate how history shapes peoples' outlook and the way they feel, think and act, enabling them to comprehend what has made South Africa what it is today. The analytic framework is the political economy of business, economic inclusion and connectivity between the South African economy and the region, the continent and the world. Emphasis will be placed on the businesses driving the economic and social dynamics of the locations which are visited.

Environment of business 846 (GID 846)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Contact time	24 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The subject of business valuation is central to leadership. The major learning objectives of this course will be to make students familiar with valuation methods so that they feel confident making effective financial decisions. Specific outcomes include: analysing historical performance and benchmarking; forecasting drivers of performance and cash flows; effective business modelling and spreadsheet design; estimating the cost of capital; evaluating optimal capital structure and funding decisions; alternative valuation methods (APV, WACC, Multiples); estimating synergies in mergers and acquisitions; negotiating the sale or purchase of a business; deal terms and structuring options for business transactions; leveraged and management buy-outs.

Personal leadership development 850 (GID 850)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The objective of this module is to create the opportunity for students to enhance their ability to work with others and help them reflect on their individual beliefs, attitudes, and responses to others. At the individual level the module will focus on two key areas of leadership: Managing yourself (self-awareness and understanding) and managing relationships (the impact you have on others). These two aspects involve a high level of self-awareness, the willingness to risk new behaviours, and the capacity to be flexible and make changes as the environment changes. The module is integrative and focuses on different aspects important for success. It provides perspectives, frameworks and concepts from the different management disciplines that you have encountered during your MBA. Furthermore, it is dedicated to developing self-aware leaders who are able to effectively manage relationships and positively impact global business and society.

Advanced entrepreneurship 851 (GID 851)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The advanced entrepreneurship elective module is targeted at those MBA students who aim to launch a new high growth business venture at some point in the future. The module will provide very personal learning experiences, built around students' own business ideas and expanding on the material covered in the MBA core course in entrepreneurship. The module is broken down into three distinct segments.

Strategic renewal 852 (GID 852)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The objective of the module is to enhance your understanding of the interrelated processes and factors that account for the success and failure of a business entity. By understanding what accounts for the success and failure of a business entity, participants will be empowered to assess the problems confronting an ailing enterprise, establish a new strategic direction for the enterprise and drive the implementation of the strategy such that the enterprise can be competitive.

Sales and business development 853 (GID 853)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The primary focus of this module is on sales, sales management and sales operations; with a secondary focus on business development. The module exposes students to the contemporary challenges faced in the selling process. The settings of the cases and the exercises used in the module are quite diverse in terms of the sizes of the organisations involved and the types of markets that they serve.

Strategic leadership and decision-making 854 (GID 854)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective focuses on personal strategic decision-making as an important management skill. The learning outcomes covered will include understanding your personal leadership style; understanding the relationship between authentic and transformational leadership, and how this drives decision-making; developing insights in the advantages and disadvantages of rational and emotional processes during decision-making; gain insight in personal pitfalls, mistakes and biases and examine how these impact personal decisions. As part of this module you will also formulate a development plan towards improved strategic decision-making.

Business valuations and deal structures 856 (GID 856)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The subject of business valuation is central to leadership. The major learning objectives of this course will be to make students familiar with valuation methods so that they feel confident making effective financial decisions. Specific outcomes include: analysing historical performance and benchmarking; forecasting drivers of performance and cash flows; effective business modelling and spreadsheet design; estimating the cost of capital; evaluating optimal capital structure and funding decisions; alternative valuation methods (APV, WACC, Multiples); estimating synergies in mergers and acquisitions; negotiating the sale or purchase of a business; deal terms and structuring options for business transactions; leveraged and management buy-outs.

Corporate entrepreneurship and innovation 857 (GID 857)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective module is ideally suited for MBA students who wish to gain insight and understanding into the application of entrepreneurial principles, attitudes, behaviours and actions within a corporate setting. Corporate entrepreneurship (or intra-preneurship) lends itself to an experiential learning style and with this in mind the elective will take on a philosophy of discovery and experimentation. Through activity, case study, action learning, and experiential assessment, this elective will help students develop a deep understanding of corporate venturing.

Dealing with change and change immunity 858 (GID 858)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Learning about the various approaches to dealing with individual and organisational change lies at the heart of this elective. In particular the focus will be on the hidden dynamics in the challenge to change. This programme integrates the work of Neuroscience; Nancy Kline’s Thinking model and the research conducted at Harvard University by Robert Kegan and Lisa Laskow Lahey on the theme of “Immunity to Change”.

Developing markets 879 (GID 879)

Qualification	Postgraduate

Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will explore and actively engage the fascinating markets of the developing world and the exciting business opportunities that they offer to those creative and brave enough to engage them. Analyse the phenomena of poverty and wealth creation using complex systems theory as a framework. Provide an overview of the so-called “second economy” and the dynamics of wealth and poverty in the South African context.

Mergers and acquisitions 882 (GID 882)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

General management in dynamic markets 884 (GID 884)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Dynamic markets encompass a broad range of countries that exhibit exciting economic growth prospects, have undergone significant political, social and cultural change and show encouraging signs of innovation along with policy and institutional developments to address the voids and complexities prevalent in these markets. Despite some progress, these fast growing markets tend to defy the norm of doing business.
In this integrative course students will be introduced to the particular opportunities and challenges of managing a business in countries where the accepted norms of doing business may not apply - countries that exhibit exciting growth opportunities, have undergone significant political social and cultural change, and show encouraging signs of innovation. The course will address political, social and cultural issues and the policy and institutional developments that address the complexities of these markets. Students will be given the skills to draw on the business functions introduced during the previous modules to execute effectively in environments where their business acumen has to be attuned to the unexpected and where outcomes that go well beyond the financial bottom line need to be considered.

Contemporary issues in entrepreneurship 885 (GID 885)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

In this elective, you will be exposed to the latest theory and models based on Entrepreneurship. On completion of this module, you will be able to analyse, evaluate and offer solutions to local or global businesses from an entrepreneurship perspective. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in research 886 (GID 886)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will give students the opportunity to engage with cutting edge issues in the field of research and how to gather evidence for business decisions. This elective will focus on what the most current trends or theories in a variety of fields are and will build on from the knowledge gained through the core modules. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Ethics and financial reporting 889 (GID 889)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

This elective will help you learn about instrumental rationales for responsible behaviour including financial justifications, as well as fundamental concepts including power, legitimacy, stakeholders, human rights, sustainability, and basic ethical positions, as well as characteristic ethical problems and power-political dilemmas of the financial industry and beyond. Students also learn about benchmarks of corporate performance on non-financial measures including sustainability ratings, international principles and standards.

Strategy and execution 893 (GID 893)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This course is about understanding strategy execution as a competence which can be designed, crafted and grown to provide the organisation with a sustainable competitive advantage. While strategy design is largely about making choices about products, services, markets and ways of competing; execution is about architecting and building an appropriate organisation which can make the correct strategic choices, review the progress against the goals and re-architect the organisation to the changing environment.

Managing in frontier and emerging markets 898 (GID 898)

Qualification	Postgraduate

Module credits	12.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is designed to provide students with insight into, and operational understanding of formulating business strategy in frontier and emerging market economies.

Financial accounting 770 (GIE 770)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Prerequisites	No prerequisites.
Contact time	24 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module is designed to equip participants with the necessary skills to analyse and interpret financial information. An overview of the preparation of simple financial statements serves as the basis for understanding the uses and limitations of the financial reports that companies prepare for shareholders and other external agencies. Topics dealt with in-depth include the contents of financial reports, ratio analysis and cash flow analysis, in addition to specific techniques developed for prediction of financial failure and vulnerability to takeover. Actual financial statements are analysed, and participants are expected to be familiar with real cases in the current financial press. You will become familiar with how financial statements such as balance sheets, income statements, and cash flow statements are structured. Various methods of critically evaluating them in order to make conclusions about the company’s financial strength or weaknesses, and future possibilities such as financial failure or the probability of takeover will be discussed.

Financial accounting and management 780 (GIE 780)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08

Programmes	PGDip in Business Administration *with specialisation in General Management* PGDip (Business Administration) *General Management* PGDip in Business Administration *with specialisation in General Management*
Prerequisites	No prerequisites.
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module is designed to equip participants with the necessary skills to analyse and interpret financial information. An overview of the preparation of simple financial statements serves as the basis for understanding the uses and limitations of the financial reports that companies prepare for shareholders and other external agencies. Topics dealt with in-depth include the contents of financial reports, ratio analysis and cash flow analysis, in addition to specific techniques developed for prediction of financial failure and vulnerability to takeover. Actual financial statements are analysed, and participants are expected to be familiar with real cases in the current financial press. You will become familiar with how financial statements such as balance sheets, income statements, and cash flow statements are structured. Various methods of critically evaluating them in order to make conclusions about the company's financial strength or weaknesses, and future possibilities such as financial failure or the probability of takeover will be discussed.

Microeconomics: Prices and markets 781 (GIE 781)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Programmes	PGDip in Business Administration *with specialisation in General Management* PGDip (Business Administration) *General Management* PGDip in Business Administration *with specialisation in General Management*
Prerequisites	No prerequisites.
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

In this module students will be introduced to micro-economic theory and its application to real business situations. The aim of the course is to establish a rigorous appreciation for the main drivers of any business and to show how different variables will impact the company bottom line.The course begins by examining consumer demand. Students will examine why consumers act in a particular way, how they may react to market changes and what strategies a startup company or corporate may undertake to maximise its revenue in both the short and the long term. The course then shifts to focus on the production decisions of a company and examines in detail the different types of costs within an organisation, what variables positively and negatively affect these costs and how these costs can be managed to maximise profits and profitability. Different market structures are analysed to assist students in placing their firm and sector in an appropriate market structure thus providing useful insight into options regarding inter firm rivalry, firm interdependence and strategies to deal with competition from similar firms. The course is designed to give the student a set of tools, models and causal chains which will help them make more informed strategic decisions regarding: the pricing of their goods, their cost management, their competition strategies and options to maximise profitability.

Human resources strategy 782 (GIE 782)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Programmes	PGDip in Business Administration *with specialisation in General Management* PGDip (Business Administration) *General Management* PGDip in Business Administration *with specialisation in General Management*
Prerequisites	No prerequisites.
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module explains both how human resource systems should support the achievement of strategic objectives in context, and how line managers should manage people to achieve those objectives. Module topics include the management of strategic human resources (aligning HR and business strategy, succession planning, and the war for talent), management of HR-firm infrastructure, training and development, managing employee contributions (performance management and industrial relations), and integrating HR strategies and business strategies. The role of the line manager in managing performance will be considered, and underpinned by an overview of the causes of human behaviour in organisations. The module will include case studies to illustrate unique problems and approaches to HR strategy. You will learn the strategic value of effective management of human resources and how alternative HR strategies deliver different results.

Human behaviour and performance 783 (GIE 783)

Qualification	Postgraduate
Module credits	10.00

NQF Level	08
Programmes	PGDip in Business Administration *with specialisation in General Management* PGDip (Business Administration) *General Management* PGDip in Business Administration *with specialisation in General Management*
Prerequisites	No prerequisites.
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

In this module students will be introduced to the dynamics of human behaviour in South African society and organisations. It will explore the dynamics of interpersonal relationships, the diversity of South African culture, the impact of the political and economic history of South Africa on human behaviour, the current and future dynamics of human interaction and processes that affect organisations, markets and society. Students will explore issues related to race, ethnicity, gender and economic status and their impact on the economy and society as a whole. Building on this understanding, students will examine effective ways of attracting, retaining and managing talented individuals when building or growing a new company in a South African context.

Marketing 784 (GIE 784)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Programmes	PGDip in Business Administration *with specialisation in General Management* PGDip (Business Administration) *General Management* PGDip in Business Administration *with specialisation in General Management*
Prerequisites	No prerequisites.
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module teaches a systematic approach to marketing decision making in order to match continuously changing market opportunities with the internal resources of the company in terms of production capacity, people and finance. Key topics include understanding the market and the customers, analysing marketing opportunities, developing marketing strategies, planning marketing programmes, and assessing new directions for marketing, particularly the impact of e-business. By critically examining an extensive theoretical base of marketing literature, and reviewing local and international case studies, you will develop the skills and insights required to formulate and evaluate an effective marketing strategy within the context of overall corporate objectives. You will evaluate the changing role of marketing in the knowledge economy, and how marketing interfaces with other functional areas within the organisation.

Macroeconomics: National competitiveness 785 (GIE 785)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Programmes	PGDip in Business Administration *with specialisation in General Management* PGDip (Business Administration) *General Management* PGDip in Business Administration *with specialisation in General Management*
Prerequisites	No prerequisites.
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

In this module students will examine the macroeconomic and socio-political environment in which business operates. Its aims are, firstly, to demonstrate the multi-faceted way in which global economic trends and domestic socio-political strategies impact existing and startup businesses in the private sector. Secondly, the module aims to provide participants with an insight into, and understanding of, the major causal relationships encountered in the macroeconomic equation. The key topics include the political/economic cycle, a concise profile of the South African economy, aggregate supply analysis, aggregate demand analysis, public sector economics, international economics, globalisation and international competitiveness, monetary economics, and economic indicators (including the business cycle, inflation and unemployment). This course will provide students with the conceptual frameworks and analytical tools needed to understand and predict the impact of macroeconomics on their businesses. The focus on the South African economy within the context of the global environment and the resultant challenges for business will provide students with an important perspective on doing business in South Africa in the future

Operations management 786 (GIE 786)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08

Programmes	PGDip in Business Administration *with specialisation in General Management* PGDip (Business Administration) *General Management* PGDip in Business Administration *with specialisation in General Management*
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module examines how an organisation's structures, systems and processes contribute to its competitive position. This involves management of the processes whereby inputs such as labour, materials and equipment are converted to products or services that meet customers' needs at an acceptable cost. Improving performance cross-functionally and across the value chain is an important focus. Topics include functional versus corporate operations strategy, operations' reactive role, service-delivery systems design, process choice, quality management and improving operations, time and productivity, aligning operations to markets, and the impact of technology developments on the service-delivery system. You will be able to analyse an operating system's efficiency in terms of process design, capacity and quality of service, and make recommendations to improve its design or operation. You will have a greater appreciation of the need to manage integrated processes across the value chain to achieve business success.

Introduction to research methodology 787 (GIE 787)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module will introduce students to the concept of research and will aim to prepare students for the Business analysis and research methodology module which forms part of the MBA curriculum.

Corporate finance techniques 788 (GIE 788)

Qualification	Postgraduate
Module credits	10.00
NQF Level	08
Programmes	PGDip in Business Administration *with specialisation in General Management* PGDip (Business Administration) *General Management* PGDip in Business Administration *with specialisation in General Management*

Prerequisites	Financial accounting and management.
Contact time	35 blended contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Corporate finance techniques encompass financial skills that every general manager requires. The course includes financial calculations; the use of financial statements; equity versus debt financing; distribution mechanisms; capital allocation (investment evaluation and rates of return).

Contemporary issues in marketing 817 (GIE 817)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

As market dynamics shift so too does the role of marketing. This elective will expose students to contemporary issues in both marketing theory and practice that will enable them to better equip their organisations to acquire, grow and maintain valuable customers in line with organisational objectives. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contemporary issues in human resources 818 (GIE 818)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The module will evaluate the application of the latest thoughts and theories surrounding Strategic Human Resources. This elective will focus on showing students how Human Resources is supported and how it enables the business strategy which allow them to synthesize different viewpoints and develop a plan and or recommendations for effective organisational performance. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Introduction to research methodology 828 (GIE 828)

Qualification	Postgraduate
Module credits	0.00
NQF Level	09
Contact time	Four hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module will introduce students to the concept of research and will aim to prepare students for the Business analysis and research methodology module which forms part of the MBA curriculum.

Persuasion - the art and science of influence 829 (GIE 829)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

The aim of this module is to introduce the concept of persuasion and the related concept of decision-making. Participants will learn the art and science (especially behavioural science and social psychology) of persuasion that is capable of positively influencing the decisions and actions of followers. They will develop an understanding of the art (and some of the science behind it) of rhetoric, therefore this is a practical module that intends to improve the communication skills of the participants such that they will be more likely to achieve their objectives of persuading others.

Contemporary issues in supply chain management 880 (GIE 880)

Qualification	Postgraduate

Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The supply chain plays a vital role in the success of organisations. Supply chain management is responsible for ensuring the flow of products, information and money to ensure value is added to the end consumers and return on capital employed for the entire supply chain is improved. As the networks become more complex, with more variability and the customer's expectation of shorter lead times, there is a need to give students a more in-depth understanding of this function, viewed from a systems perspective. This means the focus has to change from make and sell what can be made (push-and -promote) to make and sell what can be sold (position-and-pull).More detail is provided in the elective manual.

Human behaviour and performance in South Africa 882 (GIE 882)

Qualification	Postgraduate
Module credits	9.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

In this module students will be introduced to the dynamics of human behaviour in South African society and organisations. It will explore the dynamics of interpersonal relationships, the diversity of South African culture, the impact of the political and economic history of South Africa on perception and behaviour, the current and future dynamics of human interaction and processes that affect teams, organisations, markets and society. Students will explore various methods to maximise the performance of individuals within an inclusive organisational environment.

Leadership 843 (GIF 843)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Programmes	Master of Administration modular [MBA] Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]

Prerequisites	No prerequisites.
Contact time	24 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This course examines the often conflicting ethical, social and economic responsibilities of business leaders operating in a dynamic market. The aim of the course is to equip business leaders for the dilemmas and decisions that they face because of the dynamic and complex environment they operate in. The course reviews leadership styles and ethical principles and how these impact the quality of difficult decisions. Also covered are the governance principles and processes required to develop the desired culture of responsibility and appropriate conduct in a business.

Innovation and design 844 (GIF 844)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Programmes	Master of Administration modular [MBA] Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	12 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This course is designed to provide insight into the role of Innovation and Design and an understanding of how this is achieved in practice. The course covers the types, drivers, challenges and strategies of innovation, open and closed innovation, the connection between innovation and customer value, strategy, strategic capability and execution, the theory of innovation science, the practice of Innovation in action, how to build an appropriate innovation portfolio, and the challenges of innovation within an existing operation.

Environment of business 846 (GIF 846)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09

Programmes	Master of Administration modular [MBA] Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The subject of business valuation is central to leadership. The major learning objectives of this course will be to make students familiar with valuation methods so that they feel confident making effective financial decisions. Specific outcomes include: analysing historical performance and benchmarking; forecasting drivers of performance and cash flows; effective business modelling and spreadsheet design; estimating the cost of capital; evaluating optimal capital structure and funding decisions; alternative valuation methods (APV, WACC, Multiples); estimating synergies in mergers and acquisitions; negotiating the sale or purchase of a business; deal terms and structuring options for business transactions; leveraged and management buy-outs.

Competitive global business strategy 850 (GIF 850)

Qualification	Postgraduate
Module credits	15.00
NQF Level	09
Programmes	MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework)
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This module will prepare students for the global environment by examining what makes countries and companies competitive globally. Students will be helped to draw on their entire experience to develop the critical ability to identify factors that enhance and restrain competitiveness. Special attention will be given to the relative competitiveness of South Africa and the countries and regions to be visited, with special reference to the industries that will be studied.

States and markets in the global political economy 851 (GIF 851)

Qualification	Postgraduate
Module credits	15.00
NQF Level	09

Programmes	MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework)
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

International business is subject to many international laws and regulations. This module deals with the international regulatory bodies such as the WTO, UN and international agreements governing cross-border trade and investment. This module will also deal with legislation and regulations governing financial transactions or investment.

International business and emerging markets 852 (GIF 852)

Qualification	Postgraduate
Module credits	15.00
NQF Level	09
Programmes	MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework)
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

The rationale for the module is that all businesses are increasingly exposed to the global context, whether in terms of their competitors, their markets or their supply chains. As such, it is incumbent upon all managers to have an appreciation of the opportunities and threats that exist in doing business on an international scale. To operate effectively in a global context, managers need to be able to evaluate differences between countries in terms of issues such as economic policy, cluster development, industry structure, and the impact of these differences on firm behaviour. This module aims to provide students with the skills necessary to develop global business strategies and meet the challenges entailed.

Managing the multinational corporation 853 (GIF 853)

Qualification	Postgraduate
Module credits	15.00
NQF Level	09

Programmes	MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework)
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

Operating across geographic and cultural boundaries is a reality in today's globalised world, and this module explains how to manage the multinational to support the achievement of strategic objectives in the international environment. This module deals with how line managers should engage with people, both employees and consumers/clients from different countries and cultures to achieve optimal performance. It uses a holistic approach and therefore includes operational or strategic elements that may need to be changed in response to employee and customer/client needs.

Strategic implementation 854 (GIF 854)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Programmes	Master of Administration modular [MBA] Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

The course will introduce students to different challenges faced by the CEO in strategy formulation and implementation. The purpose of the course is to create a deep appreciation of the basic concepts in strategy and their application in real situations both at corporate and business unit levels. The objectives of the course are to provide an understanding of: the determinants of and processes in the formulation and implementation of strategy; an integrated view of the different themes and concepts in strategy and their relevance in different contexts; an integrated view of all the functional areas of management; and the current strategic concerns of South African and International companies in the contexts of significant changes in the business environment. Topics included are corporate strategy, business and competitive strategy, core competencies, strategic intent, growth and diversification models and interface between strategy and leadership.

Research methodology 855 (GIF 855)

Qualification	Postgraduate

Module credits	15.00
NQF Level	09
Programmes	MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework)
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

In this module students will be equipped to execute their research project. The module will focus on formulation of a research question, population and sampling concerns, the use of literature reviews, various qualitative and quantitative research methodologies including documentary research, surveys, questionnaire design and interviewing techniques. The analysis of data and research report writing will also be covered. The research report will serve as a means for the students to deepen their insight into the market that they are preparing to enter or to help them understand a key relationship affecting their business. As such the module will prepare a student to do research that is of both practical and intellectual value.

Mini-dissertation: International business 856 (GIF 856)

Qualification	Postgraduate
Module credits	60.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

Students must submit a mini-dissertation on an approved topic.

Mini-dissertation: International business 860 (GIF 860)

Qualification	Postgraduate
Module credits	81.00
NQF Level	09
Programmes	MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework)
Prerequisites	No prerequisites.

Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

Students must submit a mini-dissertation on an approved topic.

Introduction to evidence-based management 801 (GIG 801)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) (*Evidence-based Management*) (Coursework) MPhil (Business Management) (*Evidence-based Management*) (Coursework)
Prerequisites	No prerequisites.
Contact time	40 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module reviews some of the basic elements of evidence-based management, i.e. a systematic engagement with evidence and prior knowledge. This module helps students to understand the value of an evidence-based approach to business in an era of rapid social and technological changes, globalisation and “big data”.

Research design 802 (GIG 802)

Qualification	Postgraduate
Module credits	16.00
NQF Level	09
Programmes	MPhil (Business Management) (*Evidence-based Management*) (Coursework) MPhil (Business Management) (*Evidence-based Management*) (Coursework)
Prerequisites	No prerequisites.
Contact time	16 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module helps students to conceptualise a research design. It covers how the choice of a research design relates to the chosen analytic method (Qualitative Research, Quantitative Research or Mixed Methods). Students are expected to relate the business challenge to the research design and to justify the selection of a given design for a given problem. The objectives of the module are to help students: make informed decisions about their research design; and understand the implications of selecting a given research design in particular around the questions that can be answered.

Principles of quantitative research 803 (GIG 803)

Qualification	Postgraduate
Module credits	16.00
NQF Level	09
Programmes	MPhil (Business Management) (*Evidence-based Management*) (Coursework) MPhil (Business Management) (*Evidence-based Management*) (Coursework)
Prerequisites	No prerequisites.
Contact time	16 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to expose students to a number of key topics related to quantitative research methodology with the purpose of equipping students with the ability and skills to successfully execute a quantitative research project. More specifically the module intends to provide students with an understanding of the philosophies underlying quantitative research, a selection of research methods used to collect primary data for a quantitative research study and to ensure that they are able to draw a sample to collect quantitative data from respondents. The module also attempts to equip students with the ability to develop a conceptual model in order to illustrate the proposed relationships between variables and equip students with skills to analyse quantitative data.

Principles of qualitative research 804 (GIG 804)

Qualification	Postgraduate
Module credits	16.00
NQF Level	09
Programmes	MPhil (Business Management) (*Evidence-based Management*) (Coursework) MPhil (Business Management) (*Evidence-based Management*) (Coursework)
Prerequisites	No prerequisites.
Contact time	16 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science

Period of presentation	Semester 1 or Semester 2

Module content

This module aims to expose students to a number of key topics related to qualitative research methodology with the purpose of equipping students with the ability and skills to successfully execute a qualitative research project. More specifically the module intends to provide students with an understanding of the philosophies underlying qualitative research and introduces research designs which are consistent with them. Students will learn how to construct a sample in qualitative research and to develop appropriate instruments, as well as developing the skills to use a selection of research methods, for collecting primary data. Finally, students will learn about qualitative data analysis.

Integrated research design 805 (GIG 805)

Qualification	Postgraduate
Module credits	30.00
NQF Level	09
Programmes	MPhil (Business Management) (*Evidence-based Management*) (Coursework) MPhil (Business Management) (*Evidence-based Management*) (Coursework)
Prerequisites	No prerequisites.
Contact time	24 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to help students apply the principles of evidence-based management in an integrative way to the business challenge they have identified. This requires demonstrating how business challenges are better understood with the use of theory or models, measurement concepts and methods, qualitative and/or quantitative modes of observation, identifying causes, the logic of control variables, and the design of experiments and quasi-experiments. Students will also be required to communicate these complex ideas in a language that is deemed credible by scholars, but nonetheless accessible to business audiences.

Thematic understanding module 1 806 (GIG 806)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Programmes	MPhil (Business Management) (*Evidence-based Management*) (Coursework) MPhil (Business Management) (*Evidence-based Management*) (Coursework)
Prerequisites	No prerequisites.
Contact time	8 contact hours
Language of tuition	Module is presented in English

Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to guide students to read existing research and especially theories in an appreciative manner. They need to identify the main theories explaining a real-world challenge of their choice, and to explain how the theories have been used.

Thematic understanding module 2 807 (GIG 807)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Programmes	MPhil (Business Management) (*Evidence-based Management*) (Coursework) MPhil (Business Management) (*Evidence-based Management*) (Coursework)
Prerequisites	No prerequisites.
Contact time	8 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to guide students to read existing literature and especially theories in a critical manner. They need to highlight the ‘blind spots’ of the main theories that have been used to explain their chosen challenge, and to explain how alternative perspectives may help better explain it.This module aims to guide students to read existing literature and especially theories in a critical manner. They need to highlight the ‘blind spots’ of the main theories that have been used to explain their chosen challenge, and to explain how alternative perspectives may help better explain it.

Thematic studies module 3 808 (GIG 808)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Programmes	MPhil (Business Management) (*Evidence-based Management*) (Coursework) MPhil (Business Management) (*Evidence-based Management*) (Coursework)
Prerequisites	No prerequisites.
Contact time	8 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to guide students to develop their own conceptual models. They need to integrate existing literature with their own critical understanding, and to propose an alternative framework for making sense of a phenomenon they have observed.

Contextual disruption and business strategy 811 (GIG 811)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Programmes	MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Change Leadership)* (Coursework)
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to provide students with a historical and contemporary overview of environmental, social and technological change. Students will learn about the history of business strategy but especially consider strategy in times of rapid change. There will also be a focus how contemporary technological shifts are shaping business strategy. Issues of global turbulence, socio-economic inequality and environmental sustainability will be considered.

The evolving organisation 812 (GIG 812)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Programmes	MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Change Leadership)* (Coursework)
Prerequisites	No prerequisites
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module will look at new forms of organisation and how organisations are evolving in lieu of contextual disruption and strategic pressures. This will include a focus on the growing relationship and interface between technology and people. This module will include an understanding of contemporary cultural, structural and human resourcing issues in business. It will also situate the organisation in its contextual context and pay specific attention to new African organisational dynamics.

Leading innovation and organisational change 813 (GIG 813)

Qualification	Postgraduate
Module credits	15.00
NQF Level	09
Programmes	MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Change Leadership)* (Coursework)
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to expose students to a variety of business innovation processes including those associated with technology-oriented firms. It will also examine established and new approaches to organisational change and change leadership. Students will learn many of the methodologies for operating systemically, communicating effectively, managing conflict, overcome stakeholder resistance and working across boundaries. They will learn how to build the support systems for workforce adaptation.

Developing self and others 814 (GIG 814)

Qualification	Postgraduate
Module credits	21.00
NQF Level	09
Programmes	MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Change Leadership)* (Coursework)
Prerequisites	No prerequisites.
Contact time	49 Contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Change leadership requires not just 'knowing' - but 'being' and 'doing'. This substantive and extensive module will develop student's personal capacities to enable real change. This will be achieved through a professional coaching journey that will include exposure to the latest tools and methodologies in the coaching field. Students will learn how to create sustainable performance at the organisation and personal levels. They will come to understand their own responses to change and explore the kind of change leader they want to become. They will also importantly learn how to coach others and create an enabling environment for other people to thrive.

Coaching is a powerful intervention to enhance performance, embed sustainable change and develop strong and resilient leadership in organisations. This module will draw on the GIBS Coaching Programme is part of the GIBS Personal and Applied Learning (PAL) portfolio – an initiative that generates world-class theory and practice for optimal individual effectiveness, learning and development.

Advanced research methods 815 (GIG 815)

Qualification	Postgraduate
Module credits	15.00
NQF Level	09
Programmes	MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Change Leadership)* (Coursework)
Prerequisites	No prerequisites.
Contact time	28 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module helps students to conceptualise a research design. It covers how the choice of a research design relates to the chosen analytic method (Qualitative Research, Quantitative Research or Mixed Methods). Students are expected to relate the business challenge to the research design and to justify the selection of a given design for a given problem. The objectives of the module are to help students: make informed decisions about their research design; and understand the implications of selecting a given research design in particular around the questions that can be answered.

Tech-disruption and business strategy 821 (GIG 821)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) Leading in New Economies
Prerequisites	No prerequisites.

Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to provide students with a history of industrial revolutions and how contextual or technological disruptions impact business strategies. The focus will also be on potential impact to countries, but climate changes and other macro-issues include migration and inequalities.

Environment of business 822 (GIG 822)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) Leading in New Economies
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The aim of this module is to consider a set of themes that are key to developing an understanding of the current macro-environment of business and its forces, influences and consequences. Although the specific content of the module will vary according to events and dynamics currently being experienced, the underlying tools of analysis allow the students to develop a fuller understanding of how to analyse the most important dynamics that are at play in the macro-environment of business at any time, and thus to identify the implications for their businesses and prepare their businesses for change.

Harnessing the new economies 823 (GIG 823)

Qualification	Postgraduate
Module credits	15.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) Leading in New Economies
Prerequisites	No prerequisites.
Contact time	35 contact hours
Language of tuition	Module is presented in English

Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to expose students to the systemic logic and underlying mechanisms of various new economies including Green, Digital, Circular and Shared Economies and any other emergent economies. This will equip them with the ability to articulate systemic effects of these economies on organisations and discern the necessary responses for effective organisational leadership.

Effective decision making in new economies 824 (GIG 824)

Qualification	Postgraduate
Module credits	21.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) Leading in New Economies
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module will offer offers students a holistic insight into the process and skills of making strategic decisions in the context of new economies. Armed with an array of strategic options, students must be able to evaluate the adequacy of a given strategy, using deterministic, stochastic, financial and ethical decision-making capabilities.

Gamification: create change through persuasive system design 825 (GIG 825)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English

Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Gamification is the process through which people are motivated or engaged through game-design elements. This is done to create game-like experiences in domains different to the ones in which games are normally played.
Gamification involves persuasive system design for user engagement, personal learning, organisational effectiveness, urban management, green energy usage, and social change among others.

Managerial coaching for effective strategy implementation and change leadership 826 (GIG 826)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective explores how workplace or managerial coaching can be used to improve strategy implementation, change leadership, employee performance and wellbeing and to equip managers with skills for workplace coaching.

Managing business risk: building a resilient supply chain in a turbulent world 827 (GIG 827)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09

Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This course will cover the key aspects of effective business and supply chain risk and how to build an effective risk management program to help ensure resiliency in the face of an unpredictable world.

Socio-economic development: how to work with government 828 (GIG 828)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective details how the private sector can better engage, bridging the language used in government, government priorities, and developing partnerships with government.

Sustainable supply chains with economic value 829 (GIG 829)

Qualification	Postgraduate
Module credits	6.00

NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective examines how to design and manage environmentally and socially responsible business operations and how to derive value and increased long term profitability through sustainable business operations. A business approach will be highlighted in terms of management of environmental risks, key environmental sustainability performance indicators and dashboards.

Mastering conversations about race in the workplace 830 (GIG 830)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective aims to create a space where students will explore racism and how it operates. They will build critical insights, competence and an ability to mobilise workplace communities. They will become more adept at using a variety of conversation approaches to foster understanding and engagement, while growing their competence as allies and anti-racist practitioners.

Engaging with contemporary African contexts 831 (GIG 831)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will provide a different lens through which students can learn about the African continent, how people live and engage in different contexts and how stories are relayed through key characters.

Critical thinking 832 (GIG 832)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

In a world filled with misinformation, rhetoric and other undue influences, it is vital that business leaders are able to discern the quality of the arguments and "facts" presented to them in order to develop sound ideas and thoughts concerning complex business problems. This elective will prepare students to be able to critically analyse, interpret, and synthesize information.

Entrepreneurship from the inside-out 833 (GIG 833)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective on the development of entrepreneurship from the inside-out focuses on three main elements. First, entrepreneurs are faced with a myriad of challenges, including persuading others by displaying their passion, as well as failure, making the role of personal emotion and its regulation during the entrepreneurial journey an important foundational theme. Second, we expand the role of emotion by exploring the cognitive processes of entrepreneurial action through experiential peer coaching activities. Here, students will be challenged to develop their cognitive resources such as adaptability and learning skills related to entrepreneurial action. Lastly, the behavioural dimensions are simplified into intra- and inter-personal meta-skills that individuals need to build the agility, resilience, and social networks essential for entrepreneurial sustainability and success.

Green entrepreneurship 834 (GIG 834)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09

Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The so-called Green Economy is a nexus of many environmental and social issues that derive from climate change and inequality. Protecting the environment is highly interconnected with how human beings use land for food production, the use of water, carbon emissions from food production, and food waste. These issues are critical in the African continent with poverty and inequality are prevalent.

Rwanda at the frontier of entrepreneurship, innovation and technology 835 (GIG 835)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Rwanda has a recent history of innovation, entrepreneurship and economic progress through top-down public leadership and global partnerships. The country has a brutal history and there remain political problems but it also shows what is possible. Students will visit incubation hubs, innovation-led institutions and pioneering companies in and around Kigali over 3 days to understand how to create economic change in the African context.

Building thriving teams for change 836 (GIG 836)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective explores teams as nexus of change between the individual and the organisation and provides students with key ingredients for building thriving teams that can drive and lead change initiatives in organisations.

The change makers: lessons from history for a complex world 837 (GIG 837)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will prepare our students to lead in complex contexts through the lessons from important leaders and moments in South Africa's history. The key focus will be on diverse stakeholder leadership, opportunity identification, paradigm shifts and self-management. Students will read theory on public leadership, review biographies and visit key sites. They will leave with an understanding of how to identify leadership opportunities in their own lives.

Ethical leadership 838 (GIG 838)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Ethics is practical, dynamic and innovative, and essential to business performance. Moving beyond compliance and corporate social responsibility, its focus is on how responsible leadership and ethical culture builds trust, which in turn helps ensure sustainable, long-term relationships with employees, customers, communities, suppliers, investors and regulators. Drawing on diverse disciplines, the purpose of the course is to show how to position ethics at the heart of business decision-making.

The business case for manufacturing in Africa 839 (GIG 839)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration modular [MBA] Master of Administration part-time [MBA]

Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The course will cover the key economic concepts related to industrialisation such as Global Value Chains (GVCs), comparative advantage and industry competitiveness. The course will expose students to contemporary thinking around industrial policy interventions such as Foreign Direct Investment (FDI) support, development finance, public procurement (related to local designation and local content requirements), industrial master plans and trade-related measures.

Wicked problems: the strategy in time for degrowth 840 (GIG 840)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Wicked problems are the complex systemic issues that decision makers are faced with every day. When dealing with these, decision makers are in systems where information is confusing, incomplete and often have to work with clients and other decision makers who have conflicting values. Often the proposed solutions are worse than the problem or are viewed as a white washing of actual issues. This elective unpacks wicked problems through a combination of frameworks, theories and discussions.

Behavioural finance 841 (GIG 841)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09

Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Behavioural finance provides insights into how market participants and investors act inductively - each creating their own set of predictors, beliefs and hypotheses (internal models) - and respond to the current state of the market based on their currently most accurate information. This insight helps market participants to successfully navigate complex adaptive financial markets and to better understand and account for market phenomena such as the emergence of market psychology, fat-tail distribution events, asset price bubbles, financial crashes, market anomalies and random periods of high or low volatility.

Transformative scenario planning for turbulent times 800 (GIJ 800)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The general aim of this elective is to shift students' understanding of strategy and options various scenarios are present. The particular aim is to sharpen students' understanding of what could happen to their sector/organization, given the emergent "threats/disruptors" so as they can more easily influence it by applying the TSP methodology.

Turnaround management 801 (GIJ 801)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09

Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective will allow students to identify and understand issues related to venture failure, identify and solve problems associated with venture decline by using critical and creative thinking. Students will gain an understanding of the holistic approach to venture failure by considering the people, the environment and the venture issues, working effectively with others as a member of a team and group.

The power and politics of language in international business 802 (GIJ 802)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective demonstrates the potent and capacious nature of language in International Business. Students will cover diverse topics such as the commodification of the voice; the importance of a nuanced understanding of context and language to MNCs; how language practices facilitate power relationships; the sensitivities of intercultural communication; artificial intelligence and language – what can a computer not compute?; the role of language in expanding markets; how language policies and proficiency facilitate the relationship between the local and global.

Strategic agility for consultants 803 (GIJ 803)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module is designed to enhance critical and strategic thinking in students already working in the consulting field or considering entering the field. The module will help the students to understand the key leadership challenges faced by their clients in developing and institutionalizing sensing of key opportunities and threats, seizing of opportunities and reconfiguring resources and capabilities to effectively execute strategies.

Consulting essentials 804 (GIJ 804)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective aims to discuss the art and science of management consulting. Students will be tasked to integrate various skills, competencies and tools of high relevance to management consulting so that they can develop their own frameworks and meta-frameworks as part of their consulting toolbox.

Family entrepreneurship 805 (GIJ 805)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective is suitable for students who wish to gain insights into the challenges facing family business – a form of ownership that is the most common across the business landscape. The complexity surrounding family businesses will be explored through case study and guest speakers from the South African family business environment who will help to contextualise the challenges and issues that face these kinds of enterprises. Students will be introduced to high-level theory related to family business, including the phenomenon of enterprising families, and family entrepreneurship. The module will examine the social and psychological factors that face family businesses, especially those facing multi-generational transition.

Entrepreneurship via acquisition 806 (GIJ 806)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The objective of this elective is to popularize the Search Fund model in Africa, and give students the knowledge, skill and networks necessary to pursue (or otherwise participate in) one at some point in their careers. Students will gain an understanding of Search Funds (how to run the process, set targets, select companies) and how to conduct a due diligence.

Mentoring and coaching entrepreneurs 807 (GIJ 807)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The overall goal of this elective is to provide students with the knowledge and skills required to consult effectively to entrepreneurial clients. During this elective students' will be able to analyze different entrepreneurial learning and decision-making styles and consider the implications for their own practice.

Frontiers in consumer behaviour 808 (GIJ 808)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English

Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective captures consumer responses to a changing socio-economic environment, economic pressures, cultural concerns and a fluid digital world which is becoming increasingly blurred with real life.

Asia in the global economy 809 (GIJ 809)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The aim of this elective is to conceptualise and define the political economy of various Asian countries while students unpack what forces are accounting for high growth in certain Asian countries. Students will reflect and learn from the key management challenges when operating in Asia and unpack the relationship between state and business in various Asian economies as well as compare and contrast development paths of different Asian countries.

Multinational corporations and technology transfer 810 (GIJ 810)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Module content This module aims to provide students with a better understanding of the implications of intended and unintended technology transfer for the multinational corporations and for society. It focuses both on strategies that advanced multi-national corporations operating in emerging markets, and emerging multi-national corporations operating in either high- or low-income markets can follow to ensure that such technology transfer is beneficial rather than damaging to the multi-national corporation.

Innovation systems and international business 811 (GIJ 811)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective aims to explain the functioning of national innovation systems and how the concept relates to other innovation systems (like sectoral or regional ones). It specifically focuses on firm responses to the innovation system(s) in place, and considers the transferability of competencies, and innovations that developed in response to one innovation system for other contexts. It also examines how cross-border business can help mitigate weaknesses in local innovation systems.

Creativity and ideation 812 (GIJ 812)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective builds on a strong theoretical foundation and leading edge research on creativity and imaginativeness. It develops the student’s ability to see challenges in new ways, builds on their intuition and imagination and expands their creative horizons. It is presented in a highly interactive format to ensure the full engagement that characterises the state of flow.

Social impact and technology 813 (GIJ 813)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours

Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

During this elective, students will gain insights into African tech innovation and entrepreneurs and the new business models they are using to manage complexities and drive social impact and economic value. Through the use of case studies and exposure to key companies within the tech sector, they will explore how technology enabled solutions are well positioned to deliver social impact.

Business technology enablement 814 (GIJ 814)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

More than ever, Information technology (I.T.) is dramatically transforming the business and public-sector landscape and is having a direct impact on our prospects, our existing/future customers and society. In the past the business architecture and business strategies would be depicted and then they would verbalize the need to I.T to enable and execute on the need. The model has now been turned on its head and recently seen a shift where technology is influencing and significantly affecting the strategic landscape and direct business model from the onset which needs to be core to the businesses strategic landscape, in turn creates opportunities and constraints that Senior Executives and Managers need to address in many aspects to drive their digital imperative.

Inclusive leadership in manufacturing 815 (GIJ 815)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The purpose of the module is to create the space for students to explore their distinctive and authentic leadership qualities to enable them to impact the leadership culture of their manufacturing organisations positively. By understanding how their personal narrative relates to theories on women in leadership, students will recognise their barriers and opportunities in effectively supporting other women within their organisations, the field of manufacturing and STEM related occupations as a whole.

Hedge fund design and management 816 (GIJ 816)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

In contrast to a long only fund trying to beat the market, a hedge fund has the task of having its long portfolio beat its short portfolio. The benefit of being able to have a negative exposure to shares, allows for two major advantages a hedge fund has over vanilla long only funds: The first is the ability of the short portfolio to be the source of funding for the long portfolio - thus the strategies can be self-funding. The second is that by careful choice of the weights of constituent stocks, the hedge fund can be made neutral, not only to the market itself, but also to several macro-economic factors. This elective teaches students how to select stocks for both long and short portfolios, how to choose weights so as to make it market and factor neutral, and finally, how to manage the whole hedge fund, managing risk on a day to day basis.

Equity valuation 817 (GIJ 817)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Value can be found, and money made, if a predetermination of a company's worth can be made before the market itself correctly prices the company's shares. During this elective the students will build full forecast models of income statements and balance sheets, from which a discount cash flow analysis can reveal a company's true intrinsic value. Excel, the equity analyst's tool of choice, will be used for the modelling. Two Excel Add-ins will be provided: One will provide access to all fundamental accounting data for all listed companies. The other, provides a full set of JSE trading data from which costs of capital can be derived, and comparisons made with peers.

Principles of quantitative research 818 (GIJ 818)

Qualification	Postgraduate
Module credits	16.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to expose students to a number of key topics related to quantitative research methodology with the purpose of equipping students with the ability and skills to successfully execute a quantitative research project. More specifically the module intends to provide students with an understanding of the philosophies underlying quantitative research, a selection of research methods used to collect primary data for a quantitative research study and to ensure that they are able to draw a sample to collect quantitative data from respondents. The module also attempts to equip students with the ability to develop a conceptual model in order to illustrate the proposed relationships between variables and equip students with skills to analyse quantitative data.

Principles of qualitative research 819 (GIJ 819)

Qualification	Postgraduate
Module credits	16.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 Hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to expose students to a number of key topics related to qualitative research methodology with the purpose of equipping students with the ability and skills to successfully execute a qualitative research project. More specifically the module intends to provide students with an understanding of the philosophies underlying qualitative research and introduces research designs which are consistent with them. Students will learn how to construct a sample in qualitative research and to develop appropriate instruments, as well as developing the skills to use a selection of research methods, for collecting primary data. Finally, students will learn about qualitative data analysis.

Strategic management 850 (GIJ 850)

Qualification	Postgraduate
Module credits	15.00
NQF Level	09
Programmes	MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework)
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This module focuses on a broad range of strategic management concepts. The application of strategic management in business has been informed by a shift from a relatively stable to a more rapidly changing and competitive environment that is dynamic and informed by new technologies. It is an environment that demands an ability to anticipate change and the capabilities to operate in new geographic markets. Businesses need to be able to deal with uncertainty as well as analyse their internal and external operating environments. They need to effectively orchestrate resources and core capabilities to achieve competitive advantage. With a focus on an emerging market context, this module considers how strategic management scholarship can be enhanced by a greater appreciation of different organisational contexts. At the end of this module, students will have an understanding and working knowledge of strategic management concepts and their application, with a view to developing their own scholarship in the field.

Strategic foresight 851 (GIJ 851)

Qualification	Postgraduate
Module credits	15.00
NQF Level	09
Programmes	MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework)
Prerequisites	No prerequisites.

Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This module focuses on strategic foresight and demonstrates the understanding and application of strategic foresight as a useful method to use in complex and uncertain environments to develop robust business strategies. Students will be provided with a diverse range of case studies to illustrate the practicality and relevance of strategic foresight as an essential way of thinking that frames corporate strategy, decision making and strategy execution. The process of anticipating alternative possible, plausible and preferred futures is a multidimensional learning process that considers multiple interconnected domains, from global to local, from regional to organisational, from country to community.
The course will provide opportunities for students to apply frameworks that consider alternative ways of understanding business futures and the interconnectedness of business, social and environmental issues. It introduces students to systemic approaches and complexity thinking, explores how technology can be used to address systemic issues, and provide a foundation for meaningful action.

Strategic leadership 852 (GIJ 852)

Qualification	Postgraduate
Module credits	15.00
NQF Level	09
Programmes	MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework)
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

This module focuses on models and principles of strategic leadership in the complex contexts that require strategies of organisational change and adaptation, informed decision-making, and effective strategy execution. They will examine case studies where leaders have utilised strategic leadership principles to implement corporate strategy, with varying degrees of success.
This module builds on the concepts of personal, team and organisational leadership. The curriculum content requires students to understand the current debates in the literature and they will be introduced to traditional and current models and principles of strategic leadership and strategy execution.

Environment of business 853 (GIJ 853)

Qualification	Postgraduate

Module credits	15.00
NQF Level	09
Programmes	MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework)
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

The aim of this module is to consider a set of themes that are key to developing an understanding of the current macro-environment of business and its forces, influences and consequences. Although the specific content of the module will vary according to events and dynamics currently being experienced, the underlying tools of analysis allow the students to develop a fuller understanding of how to analyse the most important dynamics that are at play in the macro-environment of business at any time, and thus to identify the implications for their businesses and prepare their businesses for change.

Research methodology 854 (GIJ 854)

Qualification	Postgraduate
Module credits	15.00
NQF Level	09
Programmes	MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework)
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

In this module students will be equipped to execute their research project. The module will focus on the use of literature reviews, formulation of a research question, research design, population or setting, sampling, research methodologies, and various qualitative and quantitative methods, including surveys, questionnaires and interviewing techniques. The analysis of data and research report writing will also be covered. The research report will serve as a means for the students to deepen their insight into a specific aspect of corporate strategy that is of theoretical interest and relevant to business. The module will prepare a student to conduct research that is of both practical and intellectual value.

Mini-dissertation: Corporate strategy 860 (GIJ 860)

Qualification	Postgraduate
Module credits	81.00
NQF Level	09
Programmes	MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework)
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

Students must submit a mini-dissertation on an approved topic.

Employee happiness and wellbeing: a strategy and responsibility 861 (GIJ 861)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective aims to introduce students to theory and practice of employee happiness and well-being, and its role in organizational outcomes. Specifically, providing an overview of the latest research on employee happiness and well-being, the relationship between employee happiness and well-being and organizational outcomes, and case studies on practical methods to implement employee happiness and well-being strategy.

Personal resilience 862 (GIJ 862)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective aims to introduce students to the science resilience, the process of positively adapting to adversity. Specifically, in this elective students will explore the capabilities, skills, and self-care practices that contribute to building personal resilience to meet both professional and personal challenges.

Behaviour science for business impact 863 (GIJ 863)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective develops a toolkit and interventions based on principles and experiments that have practical value for business. A distinct selection of principles and methods from diverse fields will be demonstrated and applied. These techniques are aimed at enabling behavioural shifts for business impact. Students will develop essential insights into these methods and will apply the learning by creating persuasive interventions to shift behaviour.

Crucial conversations 864 (GIJ 864)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective teaches the skills for communicating when the stakes are high, opinions vary, and emotions run strong. Students will learn the dialogue skills—as demonstrated by top performers—that empower them to talk with anyone about anything, helping reach alignment and agreement on important matters. These skills turn into behaviours that improve decision-making, commitment to action, productivity, improved relationships and enhanced accountability. As these behaviours become consistent, they empower organisations, teams, and individuals to develop high-performance cultures based on trust and respect.

Negotiation and deal-making 865 (GIJ 865)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09

Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

A 3-day workshop-styled programme covering the broad field of negotiation. This is an advanced programme aimed at negotiations of high financial value and significant consequence of error.

Integrative leadership for public private collaboration towards partnerships 866 (GIJ 866)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The module explains how to analyse and respond to different contextual dynamics by developing appropriate partnership strategies. It reflects on an organisation’s contextual factors and dynamics that influence the partnership negotiation and implementation processes, paying special attention to the influence of characteristics unique to the African context.

State capture, corruption and ethical leadership 867 (GIJ 867)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective reflects on the concept of ethical leadership in the public and private sector within the context of state capture and corruption and proposes solutions to combatting corruption and state capture, which threaten an emerging democracy in South Africa.

International corporate management business simulation 868 (GIJ 868)

Qualification	Postgraduate
Module credits	6.00
NQF Level	08
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will enable students to view the latest models and theories that surround doing business the global economy. This elective builds on the concepts covered in the core programme and therefore the topics chosen will be very substantive. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

The UN sustainable development goals: partnering to deliver shared value 869 (GIJ 869)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Strategy has become a key concept associated with organisational success or failure. Through a case method approach, this elective will provide students with a more in depth perspective of the current best practices for developing and executing strategy in the current business environment and will build on what was covered in the core curriculum. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Strategy and innovation 870 (GIJ 870)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]

Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

External factors and shifts in the political, social, technological, demographic, legal and regulatory environments all have an impact on organisations and their ability to remain relevant, competitive and to grow. These shifts are further accelerated by the “age of disruption” – which the World Economic Forum titles the Fourth Industrial Revolution This rapidly evolving external environment has resulted in a need to create more agile and competitive strategies.

Effectual intelligence for management consultants 871 (GIJ 871)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This highly practical module aims to equip the participants with various practical tools and tactics that will enable them to become an adaptive and effective management consultant.

Impact investing 872 (GIJ 872)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09

Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The elective will introduce students to the concept of sustainable development from ethical, economic and corporate governance perspectives. The field of sustainability has grown in recent years and with more regulations being introduced across various countries the importance for managers to have understanding of this environment has grown too. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Entrepreneurial finance 873 (GIJ 873)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

In this elective, you will be exposed to the latest theory and models based on Entrepreneurship. On completion of this module, you will be able to analyse, evaluate and offer solutions to local or global businesses from an entrepreneurship perspective. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Entrepreneurial marketing 874 (GIJ 874)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

In this elective, you will be exposed to the latest theory and models based on Entrepreneurship. On completion of this module, you will be able to analyse, evaluate and offer solutions to local or global businesses from an entrepreneurship perspective. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

New venture creation 875 (GIJ 875)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]

Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Regulatory changes over the last few years have increased the pressure on the financial expertise required of senior managers and board members. This elective will look at the current regulations and requirements needed to meet the increasing demands on organisations. Students will be exposed to the latest methods to handle this technically demanding and changing environment. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Social entrepreneurship and measuring impact 876 (GIJ 876)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The elective will introduce students to the concept of sustainable development from ethical, economic and corporate governance perspectives. The field of sustainability has grown in recent years and with more regulations being introduced across various countries the importance for managers to have understanding of this environment has grown too. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Digital disruption 877 (GIJ 877)

Qualification	Postgraduate
Module credits	6.00

NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The aim of this elective is to expose students to the current research in the field of general management at a local and international level. Students attending this elective will gain a deeper understanding of the opportunities and challenges of managing a business in the current economic environment. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Dynamic innovation 878 (GIJ 878)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Building an agile and innovative organisation has become a critical requirement to participate successfully in the current competitive landscape. In this elective students will build a working knowledge on the fundamentals requisite for an innovation culture to flourish. Through cases, company discussions and mixed media methods, students will also cover the components, structures, processes and mind-sets involved in developing a functional innovation system. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Fourth industrial revolution 879 (GIJ 879)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The elective will focus on the contemporary emerging thoughts and theories surrounding the knowledge economy. After attending this elective, students will apply the necessary tools and frameworks to develop strategies which will assist in bridging the gap between information systems and the information managers. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Contextual leadership intelligence 880 (GIJ 880)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09

Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is based on the principle that understanding oneself is the first step towards becoming an effective leader. Students will be exposed to current theory and practice in the field of leadership. Exercises and discussions will assist students to understand leadership at a personal level and prepare them to develop strategies for personal improvement The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Mindful leader 881 (GIJ 881)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is based on the principle that understanding oneself is the first step towards becoming an effective leader. Students will be exposed to current theory and practice in the field of leadership. Exercises and discussions will assist students to understand leadership at a personal level and prepare them to develop strategies for personal improvement. The focus will change year on year depending on what the current trends are. and students are advised to consult the elective manual each year for further guidance.

Strategic supply management 882 (GIJ 882)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The supply chain plays a vital role in the success of organisations. Supply chain management is responsible for ensuring the flow or products, information information and money to ensure value is added to the end consumers and return on capital employed for the entire supply chain is improved. As the networks become more complex, with more variability and the customer’s expectation of shorter lead times, there is a need to give students a more in-depth understanding of this function, viewed from a systems perspective. This means the focus has to change from make and sell what can be made (push-and -promote) to make and sell what can be sold (position-and-pull).

Africa in 2050: betting on ourselves 883 (GIJ 883)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09

Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will explore the most significant challenges and opportunities that face managers working in Africa. The interplay between economics, politics and social wellbeing will be explored at a macro and micro level. The focus will change year on year depending on what the current trends are.

Global business strategy: global economics & international business risk 884 (GIJ 884)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will enable students to view the latest models and theories that surround doing business the global economy. This elective builds on the concepts covered in the core programme and therefore the topics chosen will be very substantive. The focus will change year on year depending on what the current trends are.

Mastering strategic foresight 885 (GIJ 885)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Corporate Strategy)* (Coursework) MPhil (Business Management) *(International Business)* (Coursework) MPhil (Business Management) Leading in New Economies Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective looks at the importance of managing stakeholders through focusing on the possible ways to minimise threats and as well as maximise opportunities. Students will be exposed to the contemporary issues that surround the factors that impact on stakeholder management as well as the factors that assist in building these relationships. The focus will change year on year depending on what the current trends are.

Advocacy as a critical skill 800 (GIL 800)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective will help you learn and practice ways to become a better advocate for yourself and others. You will learn how to create an argument, back it up with compelling facts, and then reduce it to a simple, compelling, memorable story that will change both hearts and minds. By the end of the elective students' would have practiced and learnt to use the most persuasive and memorable methods to advance a cause, stand up for themselves and for others and to inspire and mobilize others to action.

Professional management consulting 801 (GIL 801)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is designed for executives, senior managers and graduates wishing to enter the field of management consulting. This course will provide them with a comprehensive overview of the practice and processes involved in management consulting. It will address the management consulting competency framework, consulting lifecycle, interpersonal interactions and the ethical requirements of a management consultant. Client perspectives and expectations will be discussed in detail, as will the consultant's behavior and demeanour in client interactions. Management consulting is a very broad and overarching profession which requires a myriad of competencies and specifically the adaptability to various client contexts.

Financial modelling 802 (GIL 802)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The implementation of the basics of finance studied on the MBA requires numerical techniques and computational skills. Excel, the most widely used computational tool in finance, is a natural medium for deepening our understanding of the materials. This elective is organised across subject areas relating to specific aspects of finance: corporate finance, portfolios, options and bonds. Topics will include some or all of the following: corporate finance models; portfolio Models; event studies and bonds.

Mergers and acquisitions 803 (GIL 803)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09

Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The aim of the course is to provide a sound understanding of valid strategic reasons for considering a merger or acquisition transaction. The focus will further be on insights into the factors that influence success and failure in M&A; an overview of the various forms that M&A can take – outright acquisition or partnering; create an appreciation of the implications of globalisation, and in particular investment in emerging markets and give students an understanding of the M&A process, including the regulatory framework within which deals are concluded.

Building brands 804 (GIL 804)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Explores how brands generate value for organisations, and how marketing/brand managers build strong brands.

Expert negotiator 805 (GIL 805)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

A 4-day workshop-styled programme covering the broad field of negotiation. This is an advanced programme aimed at negotiations of high financial value and significant consequence of error.

Strategy in private equity 806 (GIL 806)

Qualification	Postgraduate

Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This module is intended for students who are interested in the role and application of strategic management in the private equity industry. The module will examine the range of strategic choices that need to be made by the private equity fund manager at each of the stages in the private equity process (pre-investment, investment, post-investment venture management and exit). The underlying question that the module seeks to address is: What strategies are required for the private equity fund manager to produce superior returns on investment, to meet investor expectations and to build wealth for the fund manager? The setting for the module is the private equity industry on a global basis, including both developed and emerging markets, with an orientation toward the local South African market.

Managing information systems and big data 807 (GIL 807)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective addresses managing information systems to position company operations to be effective, efficient and adaptable in the rapidly changing global economy while appropriately handing associated challenges, ethical concerns, and risks. Issues and various approaches involved in defining, developing or acquiring, and deploying information systems are studied within both strategic and support roles. Managers will examine how information technology can be used as an enabler for business process improvement and service innovation, how to recognize business processes and assess their information-related needs, and how to develop organizational agility through business process innovations enabled by information technology.

Strategy and general management 808 (GIL 808)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle

Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

To integrate our understanding of strategy and leadership by thinking through these key concepts, drawing on the strategy-related topics as well as any other aspects of the MBA that will assist you in shaping the habits and practices of leadership at a strategic level.

Investment finance 809 (GIL 809)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The primary aim of this module is to provide the student with the necessary skills to analyse financial markets from within the firm as well as from positions outside of the firm.

Operationalising strategy 810 (GIL 810)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is designed to demonstrate how strategy is transformed into action that results in competitive advantage. This elective is designed not only to deepen the student's knowledge, but also to provide them with practical knowledge of how to turn strategy into action.

Leading through storytelling 811 (GIL 811)

Qualification	Postgraduate
Module credits	6.00

NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This course will introduce participants to a framework and process for storytelling as a medium to improve leader effectiveness, communication and interpersonal skills.

Sales and business development 812 (GIL 812)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The primary focus of this module is on sales, sales management and sales operations; with a secondary focus on business development. The module exposes students to the contemporary challenges faced in the selling process. The settings of the cases and the exercises used in the module are quite diverse in terms of the sizes of the organisations involved and the types of markets that they serve.

Business valuations and deal structures 813 (GIL 813)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The subject of business valuation is central to leadership. The major learning objectives of this course will be to make students familiar with valuation methods so that they feel confident making effective financial decisions. Specific outcomes include: analysing historical performance and benchmarking; forecasting drivers of performance and cash flows; effective business modelling and spreadsheet design; estimating the cost of capital; evaluating optimal capital structure and funding decisions; alternative valuation methods (APV, WACC, Multiples); estimating synergies in mergers and acquisitions; negotiating the sale or purchase of a business; deal terms and structuring options for business transactions; leveraged and management buy-outs.

The moral leader 814 (GIL 814)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective deepens the study of leadership begun in the core modules by focusing primarily on the individual as a leader, rather than leadership in the abstract, with the purpose of helping the student to understand his/her own leadership impact, how to enhance it, and how to take control of the direction in which he/she is leading others. It deals with moral issues relevant to leadership decisions globally and in South Africa, with the aim of providing a basis for being responsible for the outcomes leaders produce and how to make responsible choices. The elective provides opportunity for reflection and guides students in understanding their own leadership role better and how to become better leaders in their chosen career.

Strategy and context 815 (GIL 815)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Strategic finance and value creation 818 (GIL 818)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09

Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module will provide practical insight into strategy and corporate financial theory. The theme of the module will be financial strategy for creating value.

Capturing business between Sub-Saharan Africa and China 819 (GIL 819)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective focuses broadly on developing general management best practices for the Chinese business environment. It thus addresses broader issues and competencies relevant to understanding business in China. Apart from basic business acumen, this includes a cultural awareness and political savvy that allows managers to navigate their way through complex issues successfully. The seamless transition between politics, policy and business in china distinguishes it from the Western models of doing business and requires an alternative mind-set.

Competitiveness and economic development 820 (GIL 820)

Qualification	Postgraduate
Module credits	12.00
NQF Level	09
Contact time	56 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Designed to address the determinants of competitiveness from a bottom-up, micro-economic perspective, this module examines the relationships that exist between economic policy, cluster development, industry structure, firm competitiveness and wealth creation.

Contemporary issues in organisational behaviour 823 (GIL 823)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will give students a more in depth view of the field of Organisational Behaviour. Through case method analysis, students will develop a more critical view of the latest theories and models in the field of organisational behaviour. The focus will change year on year depending on what the current trends are and students are advised to consult the elective manual each year for further guidance.

Project and infrastructure finance 826 (GIL 826)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective is intended to give participants a robust understanding of the key features and mechanisms relating to project finance, skill them with the ability to interrogate models in the evaluation of project finance transactions, and apply critical thinking in the risk management of projects. The role of infrastructure in enabling higher and broader based economic growth in Sub- Saharan Africa is considered together with the appeal of infrastructure as an asset class.

Technology and emerging markets 828 (GIL 828)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

In this module 'technology' and 'emerging markets' will be brought together. The module will explore the challenges that business face when entering emerging markets with a technology enabled offering. The module will not be a theoretical discussion but will take students through practical application of frameworks and tools. The module will start with a technology trends analysis – looking at technology developments over the last 5-10 years and assessing how new and emerging technologies could change the way business is done. If emerging markets are "how" right now, they are certainly not all equally "hot" and the elective will look at emerging country assessment to determine how managers should go about assessing an emerging country.

Persuasion - the art and science of influence 829 (GIL 829)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

The aim of this module is to introduce the concept of persuasion and the related concept of decision-making. Participants will learn the art and science (especially behavioural science and social psychology) of persuasion that is capable of positively influencing the decisions and actions of followers. They will develop an understanding of the art (and some of the science behind it) of rhetoric, therefore this is a practical module that intends to improve the communication skills of the participants such that they will be more likely to achieve their objectives of persuading others.

Strategy and technology 830 (GIL 830)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Students on this elective will gain a broad insight into the most pressing current activities and issues in the telecoms, IT, broadcast and media industries as well as a glimpse into future possibilities that new technology developments will enable.

Business opportunities and innovations in Africa 831 (GIL 831)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module will deepen students' insights into four aspects of business opportunities and the way they apply in the African context:

- Customer issues and challenges
- Ownership structures
- Workers' related specificities
- The future - sustainability in turbulent environments

Economics of organisational strategy 833 (GIL 833)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The aim of the module is to provide students with additional analytical tools and methodologies derived from recent developments in the economics of strategy and organisation such as game theory, Transaction Cost Economics (TCE), Property Rights Theories (PRT), and evolutionary economics.

Scenario planning and strategic thinking 836 (GIL 836)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science

Period of presentation	Semester 1 or Semester 2

Module content

This module introduces students to a first principles approach to strategic thinking, and demonstrates the use of scenario planning and an understanding of the human brain as a useful method to use in complex and uncertain environments. Students will be provided with the opportunity to get hands-on experience with this approach and also share with a diverse range of case studies to illustrate how this works.

Innovating business at the base 839 (GIL 839)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The aim of this module is to get you to put on the multiple hats of the researcher, the innovator, the consultant and the solution diviner. By the end of this programme you should be equipped with the skills to start planning how your business could tap into the potentially lucrative low-income market. To this end the module will introduce you to key concepts, theories and best case practices around serving the emerging consumer. Following this will be immersion into a township context where students gather data to understand the low-income landscape and learn first-hand through dialogue with local businesses and individuals the necessity of qualitative market intelligence and the impracticality of ‘ivory tower’-style business model development.

Woman in leadership 840 (GIL 840)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The aim of this elective is to inspire participants to play a significant role in creating organisations that advance the role of women in business. The objectives of the module are to:

- Evaluate the progress of women in business;
- Go back in time to understand historical drivers;
- Explore the causes for the lack of advancement of women in business;
- Enable participants to diagnose their current context;
- Develop practical solutions to implement meaningful change for participants and their organisations.

Consumer behaviour in dynamic markets 841 (GIL 841)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module focuses on consumers in dynamic markets. The differences between these consumers and consumers of developed markets, as well as what is happening in terms of value systems, social mobility and the forces of change, and how living in dynamic markets affect consumer choices.

Effective execution and project management 843 (GIL 843)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module will provide students with the essential techniques, skills and insights that Senior Executives and Management require to successfully, strategically and effectively plan, manage, monitor and execute throughout the life cycle of a project. Students will be able to assess, identify and mitigate the potential and forecasted constraints, risks and issues that could be or will be over time causing failure within a project. Then to be able to report, communicate and manage key stakeholder's expectations, suppliers and team members' delivery through effective facilitation.

Understanding dynamic markets 845 (GIL 845)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The objective of this module is to evaluate the rising significance of frontier and emerging markets in the global economy and explore the formulation of market-entry strategy into each region. A number of questions are posed and considered.

Innovation for future fitness (sustainability) 846 (GIL 846)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module will introduce you to the mega-trends and futures-thinking tools you will need to be more resilient and successful in the 21st century. This module views future-fitness in two ways: in terms of *alignment* – i.e. fitting, like a jigsaw piece, into the bigger picture of an emerging world; and in terms of *agility* – i.e. building up the kind of fitness that allows quick reflexes and strong performance in response to future conditions.

Business connectedness in Southern Africa 849 (GIL 849)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The aim is to better understand and gain a feeling of trade and business in and around Southern Africa – through a practical first-hand experience by road from Johannesburg to a neighbouring country (Zimbabwe or Mozambique). The goals and objectives include the gaining of some insight into the life blood of the region: the movement of goods and services between South Africa and surrounding countries. The role of infrastructure, policy, bureaucracy and security on trade and general economic activities will be witnessed first-hand and discussed in detail – with perspectives and solutions offered and exchanged among the group.

Personal leadership development 850 (GIL 850)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The objective of this module is to create the opportunity for students to enhance their ability to work with others and help them reflect on their individual beliefs, attitudes, and responses to others. At the individual level the module will focus on two key areas of leadership: Managing yourself (self-awareness and understanding) and managing relationships (the impact you have on others). These two aspects involve a high level of self-awareness, the willingness to risk new behaviours, and the capacity to be flexible and make changes as the environment changes. The module is integrative and focuses on different aspects important for success. It provides perspectives, frameworks and concepts from the different management disciplines that you have encountered during your MBA. Furthermore, it is dedicated to developing self-aware leaders who are able to effectively manage relationships and positively impact global business and society.

Macroeconomics: National competitiveness 851 (GIL 851)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This course examines the macroeconomic and socio-political environment in which business operates. Its aims are, firstly, to demonstrate the multi-faceted way in which global economic trends and domestic socio-political strategies impact on the private sector. Secondly, the course aims to provide participants with an insight into, and understanding of, the major causal relationships encountered in the macroeconomic equation. The key topics include the political/economic cycle, a concise profile of the South African economy, aggregate supply analysis, aggregate demand analysis, public sector economics, international economics, globalisation and international competitiveness, monetary economics, and economic indicators (including the business cycle, inflation and unemployment). This course will provide you with the conceptual frameworks and analytical tools needed to understand and predict the impact of macroeconomics. The focus on the South African economy within the context of the global environment and the resultant challenges for business will provide you with an important perspective on doing business in South Africa in the future.

Strategic renewal 852 (GIL 852)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The objective of the module is to enhance your understanding of the interrelated processes and factors that account for the success and failure of a business entity. By understanding what accounts for the success and failure of a business entity, participants will be empowered to assess the problems confronting an ailing enterprise, establish a new strategic direction for the enterprise and drive the implementation of the strategy such that the enterprise can be competitive.

Corporate governance 853 (GIL 853)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

The purpose of this elective module is to introduce, at the level of the organisation, the concepts of corporate governance, risk management and performance measures to achieve corporate objectives and comply with regulatory and other obligations. The first part of the module deals with questions of governance and risk. The focus is on the role of the board as the central player in the organisation's governance system and as the custodian of its integrity and sustainability. This provides the framework for the rest of the module and understanding that the role of the board is crucial. The second part focuses on the measures of performance with respect to such factors as finance, markets, innovation, legislative and regulatory compliance and environmental impact.

Strategic leadership and decision-making 854 (GIL 854)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective focuses on personal strategic decision-making as an important management skill. The learning outcomes covered will include understanding your personal leadership style; understanding the relationship between authentic and transformational leadership, and how this drives decision-making; developing insights in the advantages and disadvantages of rational and emotional processes during decision-making; gain insight in personal pitfalls, mistakes and biases and examine how these impact personal decisions. As part of this module you will also formulate a development plan towards improved strategic decision-making.

Customer centric strategy 855 (GIL 855)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

To create new wealth, an enterprise or start-up needs to be truly customer focused. What this means and how to go about achieving this is what this module is all about. First, we look at the principles and practice of customer-focused strategy, and how it differs from some of the traditional models being used, holding organisations back. Then, sessions will demonstrate how to uncover new “market spaces” and a tried and tested methodology called the “customer activity cycle” will be used to discover and uncover innovative products and services opportunities. The final part of the module looks at a systematic process for implementation of customer focus – i.e., making it happen. What shapes success and failure? What makes a person an energizer driving change? What kinds of teams are needed when, how to involve silos, how and with whom to partner? How to test new ideas, pace and prioritize, and how internal and market take-up and scale-up can be achieved and sustained.

Multinational enterprise business strategy 856 (GIL 856)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module is about international business and the strategies of MNEs. This module is from the perspective of the MNE and should not be confused with economics or country competitiveness. Globalisation is not an option for any business; it is a strategic imperative. The same is true for countries, which cannot grow rapidly without access to global capital and skills. The current global economic crisis has highlighted the interconnectedness of businesses (local and international) and requires an understanding and appreciation of global business. This module aims to provide students with the skills necessary to develop global business strategies and meet the challenges entailed.

Corporate entrepreneurship and innovation 857 (GIL 857)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This elective module is ideally suited for MBA students who wish to gain insight and understanding into the application of entrepreneurial principles, attitudes, behaviours and actions within a corporate setting. Corporate entrepreneurship (or intra-preneurship) lends itself to an experiential learning style and with this in mind the elective will take on a philosophy of discovery and experimentation. Through activity, case study, action learning, and experiential assessment, this elective will help students develop a deep understanding of corporate venturing.

Dealing with change and change immunity 858 (GIL 858)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Learning about the various approaches to dealing with individual and organisational change lies at the heart of this elective. In particular the focus will be on the hidden dynamics in the challenge to change. This programme integrates the work of Neuroscience; Nancy Kline’s Thinking model and the research conducted at Harvard University by Robert Kegan and Lisa Laskow Lahey on the theme of “Immunity to Change”.

Advanced entrepreneurship 860 (GIL 860)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisite.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The advanced entrepreneurship elective module is targeted at those MBA students who aim to launch a new high growth business venture at some point in the future. The module will provide very personal learning experiences, built around students’ own business ideas and expanding on the material covered in the MBA core course in entrepreneurship. The module is broken down into three distinct segments.

Co-creating impactful and lasting customer experiences 861 (GIL 861)

Qualification	Postgraduate

Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective explores the challenges companies face in creating impactful and lasting customer experiences. It uncovers the true meaning of customer experience, it provides insight into the co-creation of customer experiences and sheds light on adaptive foresight and the forward-looking components of customer experience such as the customer goal alignment, customer context fit, customer relevance, firm reputation and multiple touch points.

Asset management & portfolio formation 862 (GIL 862)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective aims to introduce students to the theoretical foundation of modern portfolio theory, the important types of investments, the different types of investors and the diversity of investment objectives. The theoretical foundation will be understood through an introduction to the mathematics of portfolio construction and diversification which will guide students' understanding of equity portfolio management strategies and portfolio performance evaluation.

International financial management 863 (GIL 863)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English

Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The aim of this elective is to provide students with a deep understanding of financial management issues in a global setting. The course aims to help students develop analytical tools that incorporate key international considerations into fundamental financial decisions. The cases provide opportunities to build the skills needed to create and capture value across borders.

International trade economics: principles and policy 864 (GIL 864)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is an introduction to the economics of international trade and government policies to manage foreign trade. It outlines the traditional reasons for trade with other countries such as comparative advantage and relative endowment theories and also newer theories that focus on the intra-industry trade of exporting and importing firms rather than inter-industry trade.

Investment analytics 865 (GIL 865)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The elective aims to offer to those students who wish to follow a career in the investment's management arena, as either a fund manager or a research analyst, the soft and hard skills necessary to compete and justify your views in a very competitive space. The course investigates the major determinants of investment return - asset allocation, market timing, and security selection. In addition, the course considers recent developments in the hedge fund and mutual fund industry. In today's tough economic climate successful executives must be able to apply vigorous analysis as they evaluate business performance and assess global competition.

Trade in Africa 866 (GIL 866)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective explores market selection against the backdrop of the African trade environment and provides an overview of trade agreements, trade barriers (challenges) and trade facilitation measures. It also highlights global value chains in an African context. The overall aim of the elective is to equip students with the knowledge and skills needed to enable them to utilise various tools to analyse African markets, demand patterns and barriers resulting in strategies to identify export opportunities in Africa.

Private equity 867 (GIL 867)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is designed to provide students with an understanding of private equity, a toolkit for thinking through investment decisions in the private equity arena and an understanding of the challenges facing the industry. The elective will encourage active student participation using a foundation of core cases taught via the case method system as well as presentations and general class discussion.

Diversity and inclusion 868 (GIL 868)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective offers you an opportunity to synthesize what you have learned from your career, life and experiences while on your MBA journey, and as it relates to your own diversity and inclusion experiences. You will evaluate your own identity with regards to your own
mindset on diversity and inclusion. The elective will assist you to identify a growth path for your individual development as well as your company's development in diversity and inclusion practices. You will identify strategies for support and inclusion in organisations.
The elective will offer insights into unconscious bias against people from different social groups than you.

Negotiating strategic partnerships in context 869 (GIL 869)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Globalisation offers local and multinational companies' opportunities to build their growth not only through organic growth, but also through strategic partnerships and alliances, mergers and acquisitions and joint ventures. This elective will help students better understand this new environment and how to develop negotiation strategies fit for purpose; consider alternatives, concessions and bargaining points.

Women entrepreneurship 870 (GIL 870)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09

Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective offers you an opportunity to synthesize what you have learned from your career, life and experiences while on your MBA journey, and as it relates to your own entrepreneurial experiences and dreams. You will evaluate your own mindset and entrepreneurial intentions; identify a growth path for your entrepreneurial career or company and identify strategies for support and success. Whether you intend to enhance your own entrepreneurial ventures, or wish to support women entrepreneurs, the course will offer insights into successful “entrepreneuring”, while offering best practice guidelines on psychosocial or financial support to entrepreneurs in general and women entrepreneurs specifically.

The theory and practice of consulting 871 (GIL 871)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The management consulting profession is diverse, attracting those with specialist skills in a variety of disciplines. Within this broad and diverse professional domain, there are well-defined methods for adding value as a management consultant, both for individuals and for consulting firms. We will explore an overview of the management consulting profession, including the industry structure, and the approaches to engagement and practice management. Although we will cover much of the theory, methods and tools used in management consulting, the module is deliberately designed to be highly interactive and applied.

Management consulting boot camp 872 (GIL 872)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English

Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is aimed at students who either wish to enter into the management consulting profession or to understand the components of management consulting in order to be able to manage consultants in their senior management or executive positions. In many instances organisations do not receive the full benefit of retaining management consultants due to the inability of their own executive teams to work with these professionals in a way that brings positive results to the organisation. The management consultant is only as good as the brief they are given and can only add value in an enabling environment.

International marketing 873 (GIL 873)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective offers you an opportunity to synthesize what you have learned from your career, life and experiences while on your MBA journey, and as it relates to your own diversity and inclusion experiences. You will evaluate your own identity with regards to your own mindset on diversity and inclusion. The elective will assist you to identify a growth path for your individual development as well as your company’s development in diversity and inclusion practices. You will identify strategies for support and inclusion in organisations. The elective will offer insights into unconscious bias against people from different social groups than you.

Corporate and individual reputation management 874 (GIL 874)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The growing number of reputational crises being experienced by individuals and organisations alike bears testimony to the need to pro-actively manage reputation and both a personal and a corporate level. This elective combine theory and practice to enable students to understand the drivers of reputation, the proactive steps that can be taken to manage reputations and how to respond optimally when crises occur.

Social entrepreneurship 875 (GIL 875)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective introduces a new social and economic system where GDP and economic growth is not the measure of value. It looks to the business model that thrives in this new world – the social enterprise, which blends the competing tensions of profit and purpose. Students will explore the growth of social enterprises which employ more people in the UK than the ICT, financial and services industry. Students will also be introduced the growing field of Impact Investing, where financiers are structuring deals on intangible social returns.

New venture creation 876 (GIL 876)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is for students have a strong desire to launch their own high-growth innovation driven venture, and seek to develop their attitude, skills and knowledge regarding the process and practice and entrepreneurship.
 The course guides students through the process of ideating, conceptualising and pitching a start-up venture.
 The course makes extensive use of The Lean Start-up, the Business Model Canvas, Disciplined Entrepreneurship, and other contemporary models and theories that have been shown to be associated with successful start-up ventures.

ESG investing and stewardship 877 (GIL 877)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

There is substantial research evidencing a positive relationship between a firm's environmental, social, and governance (ESG) performance and its financial performance. This course explores the deep foundations of ESG investing and the related discipline of asset stewardship and equips you with the analytical tools and skills you need to begin integrating ESG concerns into investment decision-making.

Corporate start-up collaboration 878 (GIL 878)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective explores the different dimensions involved in building collaborative systems between corporations and startups. It will unpack the different models such as accelerators, venture funding, supply chain diversification and enterprise development and reflect on successes and failures from South Africa. It will provide the corporate manager with the high-level understanding of the underlying parameters with which to assess and implement the business case for working with startups.

New practices in management consulting 879 (GIL 879)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle

Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

In this elective, students will be exposed to the latest theory and models in the world of management consulting. On completion of this elective, students will have a greater understanding of what are the latest trends are in management consulting as well as have an appreciation of what the new role management consultants will play in the future. The focus will change year on year depending on what the current trends are, and students are advised to consult the elective manual each year for further guidance.

Emerging trends in consulting 880 (GIL 880)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

As globalisation is impacting on the breadth in which organisations operate, technology is increasing the speed at which this is done. There are many industries and organisations being impacted by such trends. The consulting industry is not only being impacted by these trends but many others too. This elective will expose students to what trends are emerging in the consulting environment and what the future of the consulting industry is shaping out to be.
The focus will change year on year depending on what the current trends are, and students are advised to consult the elective manual each year for further guidance.

Strategy consulting 881 (GIL 881)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Consulting in the area of strategy requires consultants to have a deep understanding of the role strategy plays in an organisation. In this elective, students will be exposed to the latest theory and models based on strategy and what are the latest skillsets required for strategy consultants. The focus will change year on year depending on what the current trends are, and students are advised to consult the elective manual each year for further guidance.

Tech entrepreneurship 882 (GIL 882)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective is focused solely on the phenomenon of technology-based entrepreneurship. The course tracks the development of tech businesses and business models from Apple to Zappos. The course will explore how technology has disrupted industry incumbents, and how it continues to challenge businesses to innovate. The course will provide students will models from which their own tech-driven businesses can be developed.

Sustainable finance for manufacturing 883 (GIL 883)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective aims to explore the role of sustainable finance in transitioning organisations to becoming more resilient operations.

Geopolitics 884 (GIL 884)

Qualification	Postgraduate
Module credits	6.00

NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will help student gain an understanding into how geographic location and its influence on political power. Geographical factors such as boundaries, coalitions, natural resources, political history etc. all have a direct impact on politics and international relations. In order for businesses to remain relevant in the global market, it is critical to gain an understanding of geopolitics and how ones strategies should be designed to work within these boundaries.

Policy network management 885 (GIL 885)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisite.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

The management of policy networks has become a major focus of practitioners over the years. This elective will cover the key characteristics of policy networks and how they shape their management. Students will be exposed to the conditions under which networks succeed and fail.

Chief digital officer 886 (GIL 886)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

In the recent years, due to rapid changes in the business environment and an increasingly competitive global market, more organisations are recognising the importance of focused roles which drive the use of technology and data to shift the business operations. The focus is on creating value through the use of more tools and technologies in order to remain relevant. This elective will help students gain an understanding of the strategic importance of such roles.

Leadership, negotiation and communication 887 (GIL 887)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

This elective will expose students to leading, negotiating and communicating in the current business context. Success in business depends critically upon good leadership and this part will combine real-life examples and anecdotes with analysis and conclusions for strategy and success. Students will also be exposed to daily life disputes which are likely to be faced in the business world. Business leaders are often badly prepared about communicating what they are doing, what their plans are and how they are resolving problems. The students will be exposed to best practices on how to address this problem.

Strategy execution: Leveraging the latest balanced scorecard approach 888 (GIL 888)

Qualification	Postgraduate
Module credits	6.00
NQF Level	09
Prerequisites	No prerequisites.
Contact time	21 contact hours per 3 week-cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

his elective is designed for anyone aspiring to work in a strategic role (Heads of Strategy, Strategy Manager, Strategy Planner) or an executive position with a responsibility in (defining and) executing a strategy. By attending this elective, students will master the tools and processes of the Strategy Execution Model.

Mini-dissertation: Evidence-based management 800 (GMD 800)

Qualification	Postgraduate
Module credits	60.00
NQF Level	09
Programmes	MPhil (Business Management) (*Evidence-based Management*) (Coursework) MPhil (Business Management) (*Evidence-based Management*) (Coursework)
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

This module aims to guide students to analyse a chosen business challenge through the lens of an appropriate theoretical lens, and to explain the chosen evidence base that will provide them enough information to make robust recommendations for practice.

Mini-dissertation: Change leadership 801 (GMD 801)

Qualification	Postgraduate
Module credits	81.00
NQF Level	09
Programmes	MPhil (Business Management) (*Change Leadership)* (Coursework) MPhil (Business Management) (*Change Leadership)* (Coursework)
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Year

Module content

Students must submit a mini-dissertation on an approved topic.

Mini-dissertation: Leading in New Economies 802 (GMD 802)

Qualification	Postgraduate
Module credits	81.00
NQF Level	09
Programmes	MPhil (Business Management) Leading in New Economies MPhil (Business Management) Leading in New Economies
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English

Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

Students must submit a mini-dissertation on an approved topic.

Mini-dissertation: Applied business analysis and research 803 (GMD 803)

Qualification	Postgraduate
Module credits	45.00
NQF Level	09
Programmes	Master of Administration modular [MBA] Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Knowledge creation is a hallmark of a master’s degree and the integrative business research project provides you with an opportunity to apply theories and concepts that you have learned in the core modules to a business problem and also to gain experience in planning and implementing a complex research project. It thus serves as a capstone of the MBA learning experience.

Mini-dissertation: Entrepreneurship portfolio 804 (GMD 804)

Qualification	Postgraduate
Module credits	45.00
NQF Level	09
Programmes	Master of Administration modular [MBA] Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Knowledge creation is a hallmark of a master's degree and the research project in the form of a portfolio provides you with an opportunity to apply theories and concepts that you have learned in the core modules to an entrepreneurial venture. It thus serves as a capstone of the MBA learning experience.

Mini-dissertation: Consulting portfolio 805 (GMD 805)

Qualification	Postgraduate
Module credits	45.00
NQF Level	09
Programmes	Master of Administration modular [MBA] Master of Administration full-time [MBA] Master of Administration modular [MBA] Master of Administration part-time [MBA]
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Knowledge creation is a hallmark of a master's degree and the research project in the form of a portfolio provides you with an opportunity to apply theories and concepts that you have learned in the core modules to the consulting environment. It thus serves as a capstone of the MBA learning experience

Mini-dissertation: Healthcare business management 806 (GMD 806)

Qualification	Postgraduate
Module credits	45.00
NQF Level	09
Prerequisites	None.
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

Knowledge creation is a hallmark of a master's degree and the research project in the form of a portfolio provides the student with an opportunity to apply theories and concepts that the student has learned in the core modules to the healthcare environment. It thus serves as a capstone of the MBA learning experience.

Business analysis and research methodology 881 (GNM 881)

Qualification	Postgraduate
Module credits	9.00

NQF Level	09
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1

Module content

In this module students will be equipped to execute their Integrative business research project. Each student's Integrative business research report will be focused on a key relationship or research question that relates directly to their new business idea. The module will focus on formulation of a research question, population and sampling concerns, the use of literature reviews, various qualitative and quantitative research methodologies including documentary research, surveys, questionnaire design and interviewing techniques. The analysis of data and research report writing will also be covered. The research report will serve as a means for students to deepen their insights into the market that they are preparing to enter or to help them understand a key relationship affecting their business. As such the module will prepare a student to do research that is of both practical and intellectual value.

Regulations and rules

The regulations and rules for the degrees published here are subject to change and may be amended after the publication of this information.

The General Academic Regulations (G Regulations) and General Student Rules apply to all faculties and registered students of the University, as well as all prospective students who have accepted an offer of a place at the University of Pretoria. On registering for a programme, the student bears the responsibility of ensuring that they familiarise themselves with the General Academic Regulations applicable to their registration, as well as the relevant faculty-specific and programme-specific regulations and information as stipulated in the relevant yearbook. Ignorance concerning these regulations will not be accepted as an excuse for any transgression, or basis for an exception to any of the aforementioned regulations.

University of Pretoria Programme Qualification Mix (PQM) verification project

The higher education sector has undergone an extensive alignment to the Higher Education Qualification Sub-Framework (HEQF) across all institutions in South Africa. In order to comply with the HEQSF, all institutions are legally required to participate in a national initiative led by regulatory bodies such as the Department of Higher Education and Training (DHET), the Council on Higher Education (CHE), and the South African Qualifications Authority (SAQA). The University of Pretoria is presently engaged in an ongoing effort to align its qualifications and programmes with the HEQSF criteria. Current and prospective students should take note that changes to UP qualification and programme names, may occur as a result of the HEQSF initiative. Students are advised to contact their faculties if they have any questions.