

**FACULTIES OF THE
UNIVERSITY OF PRETORIA**

HUMANITIES
NATURAL AND AGRICULTURAL SCIENCES
LAW
THEOLOGY
ECONOMIC AND MANAGEMENT SCIENCES
VETERINARY SCIENCE
EDUCATION
HEALTH SCIENCES
ENGINEERING, BUILT ENVIRONMENT AND INFORMATION TECHNOLOGY
BUSINESS SCHOOL: GORDON INSTITUTE OF BUSINESS SCIENCE

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TABLE OF CONTENTS

ACADEMIC PERSONNEL	1
GENERAL INFORMATION	2
GIBS-SPECIFIC REGULATIONS.....	4
Registration for a particular year.....	4
Examinations.....	4
DEGREES AND DIPLOMAS CONFERRED/AWARDED	5
Master's degree	6
MBA	6
Doctoral degree	9
DBA.....	9
Postgraduate diploma	11
Postgraduate Diploma in Business Administration	11
SYLLABI	13

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GENERAL INFORMATION

The information in this publication

Note: Due to the continuous restructuring of the Faculty and the accompanying phased-in introduction of courses 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.

Admission

Any person who wishes to register at GIBS for the first time, or after an interruption of studies, should apply or reapply for admission.

Selection

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

General

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

Language of tuition

All GIBS courses will be conducted in English.

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 course or study programme presentation represents a combination of the costs associated with the formal services rendered (for example lectures, course 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 course or study programme presentation cannot simply be reconciled with visible services that are rendered in respect of such course or study programme.

Plagiarism

Plagiarism is when you present someone else's ideas – published or unpublished – as if they were your own. Other people's ideas may be contained in written text (journal articles, textbooks, etc.), visual text (graphics, photographs, etc.), multimedia products (web sites, media productions, etc.), music (compositions, lyrics, etc.), and spoken text (speeches, lectures, etc.). Plagiarism is a serious offence and students could be charged with misconduct, which could lead to suspension from the University. For further information on plagiarism, visit the following web site:
www.ais.up.ac.za/plagiarism/index.htm

Leave of absence

If it is impossible for a registered student at the University of Pretoria to continue with his/her studies/research in a specific year, but he/she intends to continue in the following year, the student must apply in writing to the dean of the relevant faculty for **leave of absence**. The application must include: full names, student number, address, reasons and period for leave of absence, for example the whole year, first semester (January to June) or second semester (July to December), name of supervisor (where applicable), and the student's intentions for the period after his/her leave of absence. However, in accordance with the policy of the University of Pretoria, leave of absence is not granted for more than two years.

Definition of terms

Familiarise yourself with the following terms. They are used generally in all faculties.

academic year: the duration of the academic year which is determined by the University Council.

admission requirements: a regulation compiled by the Dean concerning the admission of students, which includes a provision regarding the selection process.

core course: a course that is essential for a particular programme or package.

course: an independent, defined learning unit to which a course code and credits are allocated.

course code: consists of three capital letters and three digits, e.g. GIA 881, which indicate the name and level of the course, the year of study, the period of study and the level of the course.

course/year mark: the mark awarded to a student on the basis of tests, classwork, practical work or any other work which was done in a course.

credit (or credit value): a value unit (credit) accredited to every course and which represents the complexity of and amount of work needed for the course. **It is the responsibility of the student to ensure that he/she complies with the total number of credits required to complete the degree.**

curriculum: a series of courses grouped together from different subjects over a specified period of time and in a certain sequence according to the regulations.

elective course: a course that forms part of a package and which can be selected on an elective basis, with the proviso that enough credits are obtained on the specific year level, as required by the relevant qualification.

examination mark: the mark awarded to a student in a course on the basis of an examination in a paper/papers.

final mark: the mark calculated on the basis of the course/semester/year mark and the examination mark awarded to a student in a course using a formula which is determined from time to time by means of regulations for every course with the proviso that should no semester/year mark be required in a course, the examination mark serves as the final mark.

fundamental course: a course that serves as an academic basis for the learning activities of a particular programme or package.

grade point average based on module credits (GPA): an average mark that is calculated by multiplying the final mark achieved in a module with the credit value of that module and then dividing the sum of these values by the total of the credit values of all the modules for which a student was enrolled. The result of these calculations is a weighted average based on module credits.

learning hours: the notional number of hours a student should spend to master the learning content of a particular course or programme. The total number of learning hours for a course consists of the time needed for lectures, practicals, self-study and any other activity required by the study programme. Learning hours for courses are calculated on the basis of 40 working hours per week x 28 weeks = 1120, + 80 additional hours for evaluation = 1200.

level of a course: the academic level of a course, which is indicated in the course code.

registration: the process a candidate is required to complete to be admitted as a student of the University.

syllabus: the division of the study material for a specific course, according to the regulations.

1 GIBS-SPECIFIC REGULATIONS

The rules for degrees and the diploma here published are subject to change and can be amended prior to the commencement of the academic year in 2014.

1.1 Registration for a particular year of study

(Also consult General Regulation G.2)

At the beginning of an academic year, a student registers for all the courses he or she intends taking in that particular year. A student may also only register for courses that fit into the lecture, test and examination timetables. For renewal of registration, see General Regulation G.3. and for termination of registration, General Regulation G.4.

1.2 Examinations

- (i) A student is admitted to an examination only if the lecturer of that course in consultation with the Dean, certifies that the student has prepared himself or herself satisfactorily by due performance in his/her work and fulfilled the attendance requirements. Class attendance in all courses and for the full duration of all programmes is compulsory for all students.
- (ii) The minimum mark to be admitted to an examination is 45%.
- (iii) The examination dates are set at the beginning of each year. Students must make arrangements with their organisations to be available on those dates as no alternative dates are offered. 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 days of the examination.
- (iv) A written application for an aegrotat 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). Aegrotat examinations are written in December. The examination papers (or orals) are completely different to the original papers. The applicant will be informed of the dates during the year.
- (v) Case studies for examinations will be distributed an hour before each examination to allow for reading, under examination conditions, in the examination venue.
- (vi) (Also consult General Regulation G.12.1 and G.12.2). As far as repetition of courses is concerned, General Regulation G.11.2 (c) does not apply to GIBS.

1.3 Pass requirements and subminima in examinations

A final weighted average mark of at least 50% in a course is required to pass. The final mark comprises 50% class work, which is made up of 20% individual assignments and 30% group assignments, and 50% examination mark. A subminimum of 45% is required in the examination for each course. Should the student fail to achieve the required subminimum, the student will be considered to have failed the course. To pass the Master of Business Administration or the Postgraduate Diploma in Business Administration with distinction, a student must obtain a final weighted average mark of at least 75%.

1.4 Aegrotat examinations

(Also consult General Regulation G. 12, par. 5.1 and 5.2)

- (i) A student who was prevented from preparing for an examination, or from sitting for it, owing to unforeseen circumstances or illness, may be granted permission by the Dean to write an aegrotat examination in the particular course(s).
- (ii) An application to sit for an aegrotat examination, supported by applicable corroborative proof (e.g. an original medical certificate), must be submitted to the Programme Manager's office, not later than 3 (three) days after the course exam should have been written.
- (iii) Once a student has sat for an examination, he or she may not afterwards apply for an aegrotat examination on the basis of unforeseen circumstances or illness.
- (iv) A student who has been granted permission to write an aegrotat examination and then fails to write the examination, will not be allowed another opportunity to write any further examination in the specific course.
- (v) GIBS does not offer supplementary examinations.

2 DEGREES AND DIPLOMA CONFERRED/AWARDED

The following degrees and diploma are conferred/awarded (minimum duration is given in brackets):

- (i) Master of Business Administration – MBA (2 years)
- (ii) Master of Business Administration – MBA Full Time (1½ years)
- (iii) Doctor of Business Administration – DBA (3½ years)
- (iv) Postgraduate Diploma in Business Administration – PDBA (1 year)

Application of old and new regulations

(See General Regulation G.5)

Subject to transitional measures laid down by GIBS, a student must complete his or her degree 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.

General

It is the responsibility of all students to familiarise themselves with the General 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.

3 MASTER'S DEGREE

See General Regulation G.30

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

GI.1 Master of Business Administration (MBA)

1. Programme codes:

Part-time: 07254004

Full-time: 07254005

Modular: 07254006

2. Requirements for admission

- (i) A bachelor's degree or an equivalent qualification is required for admission to the MBA degree studies.
- (ii) A pass in Mathematics at Grade 12-level or another qualification in Mathematics or Statistics or Mathematical Statistics deemed adequate by the Dean of the Institute.
- (iii) Work experience deemed adequate and applicable by the Dean of the Institute.
- (iv) The Dean of the Institute may set additional admission requirements.
- (v) Candidates will be subjected to a selection process.

3. Duration of study

The degree programme must be completed within the stipulated period (two years) after the first registration for the degree. In the event of deferral of studies due to extenuating circumstances, a student must complete the degree one year after the graduation of his/her cohort class. Failure to complete the degree within this period will disqualify a student from further registration. Any student who fails more than two core courses will be deregistered from the programme.

4. Curriculum for MBA (07254004, 07254005 and 07254006)

Prescribed courses, LEAD 1 and 2, a compulsory research project (which has to be completed in the final year of study) and a compulsory international tour are required. The language of tuition for the MBA is English.

Qualifying core courses for MBA (part-time and modular):	Credits
GIA 825 Business analysis and communication 825	Att
GIA 881 Analytical tools and techniques 881	9
GIA 882 Microeconomics: Prices and markets 882	9
GIA 883 Financial accounting 883	9
GIA 884 Management accounting 884	9
GIA 885 Corporate finance 885	9
GIA 887 Leading people for results 887	9
GIA 888 Organisational development and HIV/Aids 888	9
GIA 889 Marketing 889	9
GIA 892 Integrative business research report 892	60
GIA 893 Global module 893	Att
GIB 880 Operations management 880	9
GIB 881 Macroeconomics: National competitiveness 881	9

GIB 882 Entrepreneurship 882	5
GIB 884 Corporate strategy 884	9
GIB 885 Information and knowledge management 885	5
GIB 890 Applied decision making 890	9
GIB 891 Global business strategy 891	Att
GID 813 Leadership and corporate accountability 813	9
GID 814 Innovation and design 814	5
GID 815 Dynamic South Africa: business, culture and society 815	9
GID 892 Environment of business 892	9
GIE 881 Human behaviour and performance in South Africa 881	9
GNM 880 Business analysis and research methodology 880	9

Qualifying core courses for MBA (full-time):	Credits
GIB 891 Global business strategy 891	9
GIE 801 Microeconomics: Prices and markets 801	9
GIE 802 Analytical tools and techniques 802	9
GIE 803 Financial accounting 803	9
GIE 804 Management accounting 804	9
GIE 805 Human behaviour and performance in South Africa 805	9
GIE 806 Marketing 806	9
GIE 807 Macroeconomics: National competitiveness 807	9
GIE 808 Operations management 2 808	9
GIE 809 Research methodology 809	9
GIE 811 Operations management 1 811	9
GIE 812 Strategy 812	9
GIE 814 Human resources strategy 814	9
GIE 820 Leadership 820	9
GIE 821 Integrated business research project 821	60

General management track:

GIE 824 Organisational development and transformation 824	4.5
GIE 825 Information and knowledge management 825	4.5
GIE 826 Corporate finance 826	9
GIE 827 General management in dynamic markets 827	9

Entrepreneurship track:

GIE 810 Entrepreneurship 1: Process, creativity and innovation 810	9
GIE 813 Business finance 813	9
GIE 816 Entrepreneurship 2: Business plan development 816	9

Global experience:**Must select one of the following:-**

GIA 893 Global module 893	Att
or	
GID 808 International elective 808	9
GID 809 International elective 809	9
GID 810 International elective 810	9
or	
GIA 849 Dynamic markets in Africa 849	Att

Select 6 electives (9 credits each):

Potential electives for 2014

- GIA 805 Expert negotiator 805
- GIA 807 Advanced valuation techniques 807
- GIA 808 Strategy and general management 808
- GIA 809 Investment finance 809
- GIA 818 Strategic finance and value creation 818
- GIA 820 Competitiveness and economic development 820
- GIA 826 Institutional money management 826
- GIA 827 The impact of the 2010 FIFA World Cup 827
- GIA 828 Technology start-ups 828
- GIA 829 Competition and regulation 829
- GIA 830 Strategy and technology 830
- GIA 831 Business opportunities and innovations in Africa 831
- GIA 832 Microfinance and inclusive banking 832
- GIA 833 Economics of organisational strategy 833
- GIA 834 Ethics and leadership 834
- GIA 835 Competitiveness of South Africa Inc. in the global economy 835
- GIA 836 Scenario planning 836
- GIA 837 Strategic opportunities from information, communications and media technologies 837
- GIA 838 Business law 838
- GIA 839 Business at the base of the pyramid 839
- GIA 840 Woman in leadership 840
- GIA 841 Understanding Latin America's dynamic markets 841
- GIA 842 Sports marketing 842
- GIA 843 Project management: Concepts, tools and techniques 843
- GIA 844 Financial derivatives 844
- GIA 845 Understanding dynamic markets 845
- GIA 846 Value-based innovation: How to convert an idea into marketplace success 846
- GIA 847 Black economic empowerment 847
- GIA 848 Competitive intelligence 848
- GIA 849 Dynamic markets in Africa 849
- GIA 850 International business strategy 850
- GIA 851 Coaching for sustainable performance 851
- GIA 852 Strategy, execution and culture_852
- GIA 853 Corporate governance 853
- GIA 854 Customer centric strategy 854
- GIA 879 Imagination for the business mind 879
- GIA 890 Creative and innovative thinking 890
- GIA 894 Building brands 894
- GIA 895 Mergers and acquisitions 895
- GIA 896 Financial modelling 896
- GIA 897 Macroeconomic forces and micro economic consequences 897
- GIA 898 Strategy and context 898
- GIA 899 Managing human capital 899
- GIB 885 Information and knowledge management 885
- GIB 888 Operationalising strategy 888
- GIC 801 Leading through storytelling 801
- GIC 802 Digital marketing 802
- GIC 804 The moral leader 804

GIC 806 The lean start-up 806
GIC 807 Services marketing 807
GIC 808 Marketing metrics 808
GIC 809 Understanding business in China 809
GIC 810 Doing business in India 810
GID 802 Supply chain and logistics 802
GID 803 The business of social enterprise 803
GID 807 Sustainable business 807
GID 808 International elective 808
GID 809 International elective 809
GID 810 International elective 810
GID 811 International elective 811
GID 812 International elective 812
GID 816 Business valuation and deal structure 816
GID 817 Corporate entrepreneurship 817
GID 818 Dealing with change and change immunity 818
GID 819 Global economic governance and business diplomacy 819
GID 820 Personal leadership development 820
GID 821 Sales leadership 821
GID 822 Strategy renewal 822
GID 823 Strategy and execution 823
GID 824 Strategic leadership decision-making 824
GID 879 Developing markets 879
GID 888 Advanced entrepreneurship 888
GID 898 Managing in frontier and emerging markets 898
GIE 819 The art of negotiation 819

5. Pass requirements

- (i) The minimum pass mark for each course is 50%, provided that a subminimum of 45% has been obtained in the examination. The minimum pass mark for the research project is 50%.
- (ii) A candidate who has failed more than two core courses may not continue his studies for the MBA degree, except with the approval of the Dean of the Institute. Such a student may appeal the decision with the GIBS Academic Committee. If the Academic Committee rules in favour of re-admission of the student for the next academic year due to extenuating circumstances, the student may be granted credits for courses.
- (iii) Should a candidate fail an elective course, he/she may repeat the elective course or an equivalent as determined by the Dean of the Institute.
- (iv) Full attendance, and completion and assessment of all requirements, are necessary for the Global module and Business strategy courses.

6. Pass with distinction

The degree is conferred with distinction if a weighted average of at least 75% has been obtained in the prescribed curriculum.

4 DOCTORAL DEGREE

See General Regulations G.45 to G.50 and G.52 to G.55.

GI.2 Doctor of Business Administration (DBA) or Doctor of Philosophy (PhD)

1. Admission requirements

- (i) An MBA degree from a recognised tertiary institution (entry to the DBA and PhD), or
- (ii) A research master's degree in a related field (e.g. Statistics, Psychology, Economics etc.) from a recognised tertiary institution (entry only to PhD).
- (iii) Familiarity with basic statistics.

2. Application process

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

- A completed and signed hard copy of the application form.
- An application fee of R1 500, 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 compelling 10-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.

Please note: The research question should relate to the challenges of management and economic growth in a dynamic but underdeveloped context.

It is expected that the contact sessions will result in changes and improvements to the initial proposal. However, the proposal is necessary to see to what extent there is fit with the programme.

- 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 2013" and sent directly to the Director of Research.
- Successful candidates will be required to pay a non-refundable deposit of R5 000, deductible from their subsequent tuition fees.

3. Degree, field of study and codes

Field of study	Degree code	Thesis code
Business Administration	07264002	GDB 900
PhD	07264000	GIB 900

The core of the programme is a research thesis, but to develop scholars and the quality of students' work, a series of on-campus seminars is offered.

The proposal development process consists of a week-long compulsory orientation seminar in January, and a series of interventions through the remainder of the first year. Through those interventions students:

- participate in a series of compulsory seminars that introduce critical concepts;
- engage in online discussions of scholarly work;
- help craft (and submit) a scholarly paper;
- supervise the research of at least two MBA students.

At the end of this phase, students choose whether they want to pursue a DBA, which is biased towards practice and will only be conferred with the inclusion of

evidence of usefulness to practice together with the thesis, or a PhD, where students have to demonstrate how their engagement with the local context has enabled them to develop or advance theory in the broader, global conversation in their field. The DBA generally has a shorter time frame than the PhD.

Students will then defend the proposal. The proposal defence process is public and will be attended by other doctoral students and faculty on the doctoral programme. Proposal defences take place three times per year, during February, May and October.

With regard to the contact sessions, after the week-long orientation in January, students need to attend at least THREE Professional Development Sessions (offered every Wednesday during a contact block) , and at least SIX seminars (offered on Monday/Tuesday and Thursday/Friday during a contact block). Attendance at the seminars will only be granted to those students who have conducted adequate pre-work. If students did not demonstrate that they have engaged adequately with the readings for a seminar, they will be asked not to attend and will not get credit for that seminar.

Both the qualitative and the quantitative research methods courses are compulsory, but students may choose to attend any other four of the seminars on offer, and any three of the Professional Development sessions. Student may choose to attend additional seminars if they wish, provided they conduct the necessary pre-work. No additional costs will be payable.

The seminars are clustered into week-long contact sessions, every second month. Substantial work is conducted online and students participate in online discussions on an ongoing basis. The seminars are throughout geared towards the application of knowledge in the proposal development process.

The remainder of the doctoral programme is devoted to independent research. The requirement is for an original, substantive, empirical research study that contributes to the body of scientific knowledge in the relevant field of enquiry.

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 will need to share their research, either at an academic conference or at a practitioner-based forum.

The completed research study must be presented in the form of a doctoral thesis. At the same time, a manuscript based on the thesis must be prepared for submission to an accredited academic journal, local or international, for publication as an empirical research paper. The successful completion of the doctorate depends on having the academic publication accepted into the process of review, as well as passing the thesis.

5 POSTGRADUATE DIPLOMA

See General Regulations G.63

G1.3 Postgraduate Diploma in Business Administration (PDBA)
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1. **Programme code:** 07220024

2. **Requirements for admission**

- (i) Subject to the provisions of General Regulations G.1.3 and G.62, a bachelor's degree or an equivalent qualification is required for admission to the postgraduate diploma.
- (ii) The requirement of an exemption assessment on preparatory work, as determined by the Dean, must be complied with.
- (iii) The Dean may set additional admission requirements.
- (iv) Candidates will be subjected to a selection process.

3. **Duration of study:** One year

4. **Curriculum**

Prescribed courses, workshops and company or field visits.

Qualifying courses:	Credits
GIA 780 Innovation and critical thinking 780	15
GIA 782 Economics: Prices and markets 782	15
GIA 783 Financial accounting 783	15
GIA 784 Management accounting 784	15
GIA 786 Organisation behaviour 786	15
GIA 787 Human resource strategy 787	15
GIA 789 Marketing 789	15
GIB 781 Macroeconomics 781	15
GIB 785 Information and knowledge management 785	7.5
GIC 780 Operations management 780	15
GIC 781 Integrating structures and processes 781	15
GIC 785 Ethics and sustainability 785	7.5
GIC 786 Entrepreneurship 786	15

5. **Pass requirements**

- (i) The minimum pass mark for each prescribed course is 50%, provided that a subminimum of 45% has been obtained in the examination.
- (ii) A candidate who has failed more than two core courses may not continue with his studies for the diploma, except with the approval of the Dean.

6. **Pass with distinction**

The diploma is conferred with distinction if an average of at least 75% has been obtained in the prescribed curriculum.

6 SYLLABI IN ALPHABETICAL ORDER ACCORDING TO MODULE CODE

Alphabetical list of modules in the Gordon Institute of Business Science

= concurrent registration

() = examination admission

dpw = discussions per week

GS = combined (final) mark (semester/year mark plus examination mark) of at least 40% - 49%

hpw = hours per week

LP = lecturer's permission

lpw = lectures per week

ppw = practicals per week

spw = seminars per week

TDH = permission by head of department

tpw = tutorials per week

GIA 780 Innovation and critical thinking 780**Academic organisation:** Gordon Institute of Business Science**Contact time:** 24 contact hours per 3-week cycle**Period of presentation:** Semester 1**Language of tuition:** English**Credits:** 15**Module content:**

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

GIA 782 Economics: Prices and markets 782**Academic organisation:** Gordon Institute of Business Science**Contact time:** 24 contact hours per 3-week cycle**Period of presentation:** Semester 1**Language of tuition:** English**Credits:** 15**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.

GIA 783 Financial accounting 783**Academic organisation:** Gordon Institute of Business Science**Contact time:** 24 contact hours per 3-week cycle**Period of presentation:** Semester 1**Language of tuition:** English**Credits:** 15**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.

GIA 784 Management accounting 784

Academic organisation: Gordon Institute of Business Science

Contact time: 24 contact hours per 3-week cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 15

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.

GIA 786 Organisational behaviour 786

Academic organisation: Gordon Institute of Business Science

Contact time: 24 contact hours per 3-week cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 15

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.

GIA 787 Human resource strategy 787

Academic organisation: Gordon Institute of Business Science

Contact time: 24 contact hours per 3-week cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 15

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.

GIA 789 Marketing 789

Academic organisation: Gordon Institute of Business Science

Contact time: 24 contact hours per 3-week cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 15

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.

GIB 781 Macroeconomics 781

Academic organisation: Gordon Institute of Business Science

Contact time: 24 contact hours per 3-week cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 15

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.

GIB 785 Information and knowledge management 785

Academic organisation: Gordon Institute of Business Science

Contact time: 24 contact hours per 3-week cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 7.5

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 impacts on the structure of industries and organisations, the management of people, and how business is conducted.

GIC 780 Operations management 780

Academic organisation: Gordon Institute of Business Science

Contact time: 24 contact hours per 3-week cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 15

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.

GIC 781 Integrating structures and processes 781

Academic organisation: Gordon Institute of Business Science

Contact time: 24 contact hours per 3-week cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 15

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.

GIC 785 Ethics and sustainability 785

Academic organisation: Gordon Institute of Business Science

Contact time: 24 contact hours per 3-week cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 7.5

Module content:

This course will equip students with the understanding and tools necessary to re-evaluate their planning horizons, their ways of doing things and their value systems in their places of work, and individually. The outcome of the course is a thorough understanding of sustainability, sustainable development, and environmental issues most relevant to business and society including poverty and human well-being, food security, ecosystem services, energy, climate change and water, and how society and business are responding to these imperatives.

GIC 786 Entrepreneurship 786

Academic organisation: Gordon Institute of Business Science

Contact time: 24 contact hours per 3-week cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 15

Module content:

This course will expose students to the principles of creativity and to frameworks for understanding how innovation creates value and competitive advantage in a business context. 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.

GIA 805 Expert negotiator 805

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

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.

GIA 807 Advanced valuation techniques 807

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of instruction: English

Credits: 9

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.

GIA 808 Strategy and general management 808

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

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.

GIA 809 Investment finance 809

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

The primary aim of this course 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.

GIA 818 Strategic finance and value creation 818

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

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

GIA 820 Competitiveness and economic development 820

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

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

GIA 825 Business analysis and communication 825

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: Att

Module content:

This course 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.

GIA 826 Institutional money management 826

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

This course will study the main components of the money management industry: organisations that manage money (mutual funds, hedge funds, private equity funds and venture capital funds), organisations that use the services of money managers (individuals, not-for-profits and pension funds) and organisations in the middle (funds of funds).

GIA 827 The impact of the 2010 FIFA World Cup 827

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

The objective of this elective is to gain a deeper understanding of the economic and social impact of the 2010 FIFA World Cup South Africa™ on the region. Within the context of such mega-events, the focus will thus be on the economic results for companies and cities, as well as the national cohesion and identity implications of the activities around the tournament.

GIA 828 Technology start-ups 828

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

This course aims to follow a pragmatic learning approach based on the applied nature of the discipline, but it also encapsulates the theories surrounding the entrepreneurship discipline, consequently integrating the different characteristics of an entrepreneurial venture: growth potential, innovation and strategic objectives.

GIA 829 Competition and regulation 829

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

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.

GIA 830 Strategy and technology 830

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

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.

GIA 831 Business opportunities and innovations in Africa 831

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

This course 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

GIA 832 Microfinance and inclusive banking 832

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

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.

GIA 833 Economics of organisational strategy 833

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

The aim of the course 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.

GIA 834 Ethics and leadership 834

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

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.

GIA 835 Competitiveness of South Africa Inc. in the global economy 835

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

This course is designed to prepare MBA students for their global course. 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?"

GIA 836 Scenario planning 836

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

The course develops an understanding of scenario planning, including its use and the construction scenarios. It then incorporates scenario planning into the context of overall strategic thinking, and enables the development of strategy and tactics. A framework for a strategic conversation is developed that can be adapted to different contexts and required outcomes. An underlying advantage of this course is also to encourage the development and harnessing of creativity and innovation of thought through conversation and interaction.

GIA 837 Strategic opportunities from information, communications and media technologies 837

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

Assess the impact, costs and risks of computing, information and communications systems from a business perspective and in view of internal process efficiency. Students should prove their ability to justify a technology project launch decision and budget. Assess key obligations and risks to a company in how they interact with customers, suppliers, employees and other external entities. Understand future challenges in a rapidly evolving competitive landscape.

GIA 838 Business law 838

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

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 equips 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.

GIA 839 Business at the base of the pyramid 839

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

The aim of this course 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 course 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.

GIA 840 Woman in leadership 840

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

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 course 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.

GIA 841 Understanding Latin America's dynamic markets 841

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

To provide a broad political economy overview of the region:

- Identify and analyse growth drivers and true dynamic markets in Latin America;
- Outline the future trajectory of selected countries;
- Juxtapose real opportunities with threats and challenges;
- Discuss the issues shaping Latin America: from political populism and regional integration to rapid internationalisation;
- Identify principal actors: MNCs, government agencies and development banks;
- Emerging Latin American multinationals;
- Their engagement with Africa and South Africa in particular.

GIA 842 Sports marketing 842

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

The focus of the elective will be on deepening 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.

GIA 843 Project management: Concepts, tools and techniques 843

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

This elective will help attendees to improve the management of their future projects, by giving a clear understanding and the ability to use the following concepts:

- The role of Project management in the organisation;
- Project management life cycle;
- Project processes;
- Project management knowledge areas.

GIA 844 Financial derivatives 844

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

The objective of this course is to demystify the use of derivatives; to price options; to calculate and estimate volatility; to understand hedging, and how to apply overlays, and to become familiar with the warrants market.

GIA 845 Understanding dynamic markets 845

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

The objective of this course 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.

GIA 846 Value-based innovation: How to convert an idea into marketplace success 846

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

- To provide students with a toolbox useful in the realm of innovation management;

- To practice applying these tools to a wide variety of key management decisions encountered in innovation;
- To apply these tools to participants' own ideas, to explore how to implement management tools in successful innovation;
- To empower every participant to build his or her own "PCM" Personal Creativity Machine, and use it daily to generate creative ideas;
- To instill the business- and market-oriented way of thinking in participants' mindsets;
- To familiarise students with the key elements of business design: how to wrap a winning business model around an innovative idea.
- To help each student explore their own dreams, passions and goals for changing the world, and find practical ways to implement them.

GIA 847 Black economic empowerment 847

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

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 deals with the country 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 focuses on the challenges and opportunities in the country and the workplace in relation to transformation.

GIA 848 Competitive intelligence 848

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

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?

GIA 849 Dynamic markets in Africa 849

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

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.

GIA 850 International business strategy 850

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

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.

GIA 851 Coaching for sustainable performance 851

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

This elective will investigate the relevance of coaching today and how it is being applied in organisations through research, class work and plenary discussions. It will also allow participants to critique a range of coaching frameworks and methodologies. We will then focus on understanding and developing the core skills of coaching along with introducing a model and process for coaching as a framework to practice and experience effective coaching conversations. Key to this elective will be working in small groups to develop the skills of Coach, Coachee and Observer in the Coaching process.

GIA 852 Strategy, execution and culture 852

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

Business strategy, execution and the importance of corporate culture are well covered in the main MBA syllabus. The main focus areas of this elective are to examine the practical implementation of these in the business environment, to unpack the inter-locking nature of these three elements and to underscore the importance of personal mastery and leading by example in successfully implementing business strategy.

GIA 853 Corporate governance 835

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

The purpose of this elective course 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 course 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 course 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.

GIA 854 Customer centric strategy 854

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

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 course 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 course 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.

GIA 879 Imagination for the business mind 879

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

The aim of this course is to empower the student's imagination so that they may more fully develop their leadership potential. It is after all imagination that enables us to transcend present limitations and shape the future.

GIA 881 Analytical tools & techniques 881

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 9

Module content:

This course examines statistical tools used in business decision-making. Statistical methods will be introduced in a non-technical manner and developed in business contexts. Topics include forecasting and regression as well as multivariate techniques (CHAID). Statistical computer packages play a major supporting role in statistical applications, and frequently-encountered spreadsheet and software packages will be utilised during the course. 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.

GIA 882 Microeconomics: Prices and markets 882

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 9

Module content:

This course introduces microeconomic 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 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 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.

GIA 883 Financial accounting 883

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 9

Module content:

This course 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.

GIA 884 Management accounting 884

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 9

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.

GIA 885 Corporate finance 885

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

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.

GIA 887 Leading people for results 887

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

This course 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. Course 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 course 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.

GIA 888 Organisational development and HIV/Aids 888

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 9

Module content:

This course 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.

GIA 889 Marketing 889

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 9

Module content:

This course 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.

GIA 890 Creative and innovative thinking 890

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

This course provides an insight into and a deeper understanding of the business need for creative and innovative thinking. The aim is to develop individual and team capability in creative and innovative thinking.

GIA 892 Integrative business research report 892

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 60

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.

GIA 893 Global module 893

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: Att

Module content:

This course will prepare students for the Global module by examining what makes countries and companies competitive globally.

GIA 894 Building brands 894

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

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

GIA 895 Mergers and acquisitions 895

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

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.

GIA 896 Financial modelling 896

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

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.

GIA 897 Macroeconomic forces and micro economic consequences 897

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

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.

GIA 898 Strategy and context 898

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

In this world, organisations have to make their choices. Strategy, defined as: “formulating an organisation’s response to its environment”, requires leaders to understand the dynamics in the world around them. The course will provide a thorough analysis of some of the current dynamics – beyond the current headlines – in the Middle East, Europe, and South Africa, as the context for organisations; provide and understanding of how the lines between organisations and their environments may be shifting, and how leaders will be challenged on the emerging frontlines.

GIA 899 Managing human capital 899

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

This course will explore, first, the core components of the talent management value chain, namely, planning, attracting, retaining and developing talent and, generally how to win in the ongoing war for talent. Secondly, the specific case of managing talent when operating in dynamic markets will be covered. How have global companies managed the complex field of international talent management without depleting their home base human resources? Third, the course will provide students with some insights into managing their own careers effectively. The elective will explore talent management from both theoretical and practical perspectives.

GIB 880 Operations management 880

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

This course 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.

GIB 881 Macroeconomics: National competitiveness 881

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 9

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.

GIB 882 Entrepreneurship 882

Academic organisation: Gordon Institute of Business Science

Contact time: 12 contact hours per 3-week cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 5

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.

GIB 884 Corporate strategy 884

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 9

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.

GIB 885 Information and knowledge management 885

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 5

Module content:

The objective of this course is to introduce the value and role information has as a critical management resource, and the implications for business strategy and operations. In addition, participants will examine key issues in the fields of information and knowledge management strategy development and implementation, governance and service delivery. You will improve your understanding of the challenges and opportunities of leveraging investments in information technology and systems and gain a greater appreciation of the strategic nature of information, systems and how to use them for competitive advantage in your organisation. Finally, you will learn how strategic technology and systems choices will affect your organisation's capacity to compete.

GIB 888 Operationalising strategy 888

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

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 students' knowledge, but also to provide them with practical knowledge of how to turn strategy into action.

GIB 890 Applied decision making 890

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

This course 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.

GIB 891 Global business strategy 891

Academic organisation: Gordon Institute of Business Science

Contact time: 7 contact hours per 3-week cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: Att

Module content:

This course 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 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.

GIC 801 Leading through storytelling 801

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

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.

GIC 802 Digital marketing 802

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

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.

GIC 804 The moral leader 804

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

This elective is designed to help students understand their own leadership transition, to identify the particular resources and strengths they bring to it, and then to enable them to understand their own purpose so that they can create a story for their leadership contribution going forward.

GIC 806 The lean start-up 806

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

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.

GIC 807 Services marketing 807

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

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.

GIC 808 Marketing metrics 808

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

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.

GIC 809 Understanding business in China 809

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

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 mindset.

GIC 810 Doing business in India 810

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

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.

GID 802 Supply chain and logistics 802

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

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.

GID 803 The business of social enterprise 803

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

This course aims to stimulate innovative approaches and perspectives around social change, and will explore how to bridge this growing gap through effective leadership, more commonly termed 'social entrepreneurship'.

GID 807 Sustainable business 807

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

This course 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.

GID 808 International elective 808

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

Available from the relevant international institution.

GID 809 International elective 809

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

Available from the relevant international institution.

GID 810 International elective 810

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

Available from the relevant international institution.

GID 811 International elective 811

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

Available from the relevant international institution.

GID 812 International elective 812

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

Module content:

Available from the relevant international institution.

GID 813 Leadership and corporate accountability 813

Academic organisation: Gordon Institute of Business Science

Contact time: 24 contact hours

Period of presentation: Semester 1 or Semester 2

Language of tuition: English

Credits: 9

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.

GID 814 Innovation and design 814

Academic organisation: Gordon Institute of Business Science

Contact time: 12 hours

Period of presentation:

Language of tuition: English

Credits: 5

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.

GID 815 Dynamic South Africa: business, culture and society 815

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or 2

Language of tuition: English

Credits: 9

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.

GID 816 Business valuations and deal structures 816

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or 2

Language of instruction: English

Credits: 9

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.

GID 817 Corporate entrepreneurship 817

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or 2

Language of instruction: English

Credits: 9

Module/Module content:

This elective course 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.

GIA 818 Dealing with change and change immunity 818

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or 2

Language of instruction: English

Credits: 9

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".

GID 819 Global economic governance and business diplomacy 819

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or 2

Language of instruction: English

Credits: 9

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.

GID 820 Personal leadership development 820

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or 2

Language of instruction: English

Credits: 9

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.

GID 821 Sales leadership 821

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or 2

Language of instruction: English

Credits: 9

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.

GID 822 Strategic renewal 822

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or 2

Language of instruction: English

Credits: 9

Module content:

The objective of the course 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.

GID 823 Strategy and execution 823

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or 2

Language of instruction: English

Credits:9

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.

GID 824 Strategic leadership decision-making 824

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1 or 2

Language of instruction: English

Credits: 9

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 course you will also formulate a development plan towards improved strategic decision-making.

GID 879 Developing markets 879

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of instruction: English

Credits: 9

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.

GID 888 Advanced entrepreneurship 888

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

The advanced entrepreneurship elective course is targeted at those MBA students who aim to launch a new high growth business venture at some point in the future. The course 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 course is broken down into three distinct segments.

GID 892 Environment of business 892

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 9

Module content:

The aim of this course 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 course 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.

GID 898 Managing in frontier and emerging markets 898

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

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.

GIE 801 Microeconomics: Prices and markets 801

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

In this course students will be introduced to microeconomic 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.

GIE 802 Analytical tools and techniques 802

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

In this course students will examine and apply statistical tools used in business decision-making. Statistical methods will be introduced in a non-technical manner and developed in business contexts. Topics include the time value of money, descriptive and inferential statistics, the basis of investment decisions, risk, net present value, the internal rate of return, and basic probability theory. Statistical computer packages play a major supporting role in statistical applications, and frequently encountered spreadsheet and software packages will be utilised during the course. Students 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.

GIE 803 Financial accounting 803

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

In this course students will be equipped 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 managing finances in an early stage venture and for predicting and circumventing financial failure. Actual financial statements are developed and analysed, and participants are expected to be familiar with real cases in the current financial press. Students will become familiar with how financial statements such as balance sheets, income statements, and cash flow statements are structured and how they can be used to assess a young or mature company's financial strengths, weaknesses, threats and opportunities.

GIE 804 Management accounting 804

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

In this course students will come to understand the value and importance of 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 in a new growing business using information derived from the accounting system. Students 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 within early stage, growing or mature businesses.

GIE 805 Human behaviour and performance in South Africa 805

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

In this course 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.

GIE 806 Marketing 806

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

This course 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 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 insight require 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.

GIE 807 Macroeconomics: National competitiveness 807

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

In this course 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 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 students with the conceptual frameworks and analytical tools needed to understand and predict the impact of macroeconomics on their new 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.

GIE 808 Operations management 2 808

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 9

Module content:

This course builds on the Operations management 1 course by introducing the students to systems thinking and requiring them to apply systems thinking and operations management principles in establishing and managing a business in a simulated environment. Student groups establish and run a company in competition with others, and apply all the disciplines of management and entrepreneurship to make the business successful. Students will learn from both their failures and successes in actually managing the operations of a business in a simulated environment. Students will then be required to use that learning and the learning from other MBA courses in solving an operations problem or challenge in an actual business. They will present their solutions to the entrepreneur and the management team of the business and they will be evaluated on the practicality, relevance and usefulness of their solution to the business in question.

GIE 809 Research methodology 809

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 9

Module content:

In this course 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 course 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 course will prepare a student to do research that is of both practical and intellectual value.

GIE 810 Entrepreneurship 1: Process, creativity and innovation 810

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

In this course students will be introduced to the process that an entrepreneur engages in when launching a new business venture. In examining this process students will examine what other local and global entrepreneurs have done in establishing their business so as to learn from the success and failure of others and to begin to map out a path for themselves. Students will also be required to examine their own strengths, weaknesses and personal preferences so as to develop a high level of self-awareness that will enable them to critically consider whether they truly wish to embark on an entrepreneurial journey and so that they can begin to create an entrepreneurial development plan. The aim of the course is to provide students with an appreciation of how an entrepreneur needs to integrate different skills, disciplines and perspectives in identifying an opportunity for a new business and acting on that opportunity to launch and grow the venture. The course will introduce students to various frameworks for new venture creation so that they can understand and appreciate how the other MBA courses will contribute to their development as entrepreneurs. Students will be introduced to the principles of creativity and to frameworks for understanding how innovation creates value and competitive advantage in a business context.

GIE 811 Operations management 1 811

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

This course examines how an organisation's structures, systems and processes contribute to its competitive position. This involves the establishment and 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. Establishing sustainable and scalable systems as well as improving performance cross-functionally and across the value chain is an important focus. Topics include operations strategy, designing and setting up operating systems, service delivery systems design, process choice, quality management, time and productivity, aligning operations to markets, and the impact of technology developments on the service delivery system. Students will be able to effectively establish and manage an operating system and will have a greater appreciation of the need to manage integrated processes across the value chain to achieve business success.

GIE 812 Strategy 812

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 9

Module content:

In this course students will be introduced to different challenges faced by an entrepreneur or corporate 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 when launching a new venture. The course will provide students with an understanding of the determinants of and processes in the formulation and implementation of strategy within an entrepreneurial organisation. It will introduce students to the different themes and concepts in strategy and their relevance in different contexts. Students will be required to formulate a strategy for the businesses that they are planning on launching or for the corporate sector they came from or wish to enter. As such they will need to develop an appreciation for the key environmental concerns in South Africa and abroad and how such concerns affect their strategy. Students will also need to establish how they plan to implement their strategy within their new business or business unit and how they will effectively monitor the implementation of that strategy.

GIE 813 Business finance 813

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 9

Module content:

In this course students will be introduced to the principles of finance that are relevant for a startup venture. The course will provide an introduction to the theories and practical realities pertaining to raising and structuring finance, investment decisions and managing working capital within early-stage ventures. In addition to this the course will introduce students to the principles and practices of valuing young companies. The first part of the course will focus on raising capital, including whether the firm should rely on equity or debt financing, and what different financial structures will mean for the management, profitability and sustainability of the entity over time. The second part of the course will focus on investment decision making within an early stage venture to highlight how entrepreneurs can use different tools and techniques to make wise investment choices. The third part of the course will focus on the management of working capital to maximise profitability and minimise risk in an early stage venture. Finally students will be required to value early stage investments and negotiate on a price for an entity in which they have an interest.

GIE 814 Human resources strategy 814

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 9

Module content:

In this course students will be required to develop a strategy for attracting, retaining, developing and managing top quality talent within their business. Students will be exposed to the latest thinking and practices for maximising human performance within entrepreneurial businesses. They will critically review what other successful and unsuccessful businesses have done or not done to develop teams and manage people and they will use this as a basis to make decisions and formulate a human resources strategy for their businesses. The course will cover issues of compensation and incentives, performance measurement and management, industrial relations, structuring, job profiling and recruitment.

GIE 816 Entrepreneurship 2: Business plan development 816

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 9

Module content:

In this course students will integrate the learning from all the other courses in the development of a business plan. The course will introduce them to the purpose and the structure of a business plan and aid them in developing a compelling and coherent business plan for their new business venture. The marketing plan is an important part of the final business plan and as such students are provided with the opportunity and the tools to practically apply marketing principles and practices in the development of a marketing plan for their business idea. In the process of developing their business plan they will be required to pitch their business idea to the class. The class and the lecturer will provide them with feedback that should assist in the further development and refinement of the plan. Students will closely examine all the different components of a business plan so as to fully understand what purpose each component serves, how it should be written and developed, and how each component relates to the other components of the plan. At the end of the course, the students will be required to present their business plan to a panel made up of investors, business people, consultants and academics. This will serve as a first round business plan presentation, the final presentation taking place immediately prior to graduation, after the integrative research report and the electives have been completed.

GIE 819 The art of negotiation 819

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 9

Module content:

In this course students will be introduced to the principles and practices of effective negotiation. As an entrepreneur, the ability to negotiate is a critical skill. Entrepreneurs need to negotiate financing deals with venture capitalists and other funding institutions, they need to negotiate terms and conditions with suppliers and customers, they need to negotiate when recruiting talented employees into the business and they need to negotiate to structure collaborative arrangements with other companies. The negotiation course will be structured as a workshop in which students will learn to use a structured and principle-based approach to be an effective negotiator. In so doing students will learn to establish the appropriate climate for negotiation; they will learn to use a structured approach to prepare for negotiations; and they will learn to establish common ground, define the negotiating range, create overlap and finalise an agreement when negotiating. This workshop will also enable students to deal with alternative negotiation styles effectively. Students will engage in a series of role plays, exercises and experiential activities so that by the end of the course their negotiation skills are refined and enhanced, empowering them to go out and negotiate effectively in their entrepreneurial endeavours.

GIE 820 Leadership 820

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 1

Language of tuition: English

Credits: 9

Module content:

In this course, students will be introduced to models and principles of leadership. They will examine case studies where leaders have effectively and ineffectively utilised leadership principles in launching and growing a new business. This course builds on the

concepts of Personal Leadership addressed in the Leadership Assessment and Development (LEAD) programme. However, this course is also different to the LEAD Programme because the curriculum content requires students to know and understand the current “body-of-knowledge” of Leadership as well as the broad principles and practices associated with the subject of Leadership. At the conclusion of this course, students should feel reasonably confident that they can lead a new or growing organisation.

GIE 821 Integrated business research project 821

Academic organisation: Gordon Institute of Business Science

Language of tuition: English

Credits: 60

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.

GIE 822 Global module 822

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: Att

Module content:

The Global module will allow students to focus on the unique opportunities and challenges offered by the various countries. Each destination is linked to global best practice and allows you the opportunity to study first-hand how your peers in diverse markets operate, offering insights that are unavailable to many executives.

GIE 824 Organisational development and transformation 824

Academic organisation: Gordon Institute of Business Science

Contact time: 12 hours

Period of presentation: Semester 2

Language of tuition: English

Credits: 4,5

Module content:

The primary purpose of this course is to equip students with the conceptual and practical skills to enable them to contribute to the development and maintenance of effective organisations. OD as the name implies has as its primary focus, the development of effective and efficient organisations that are able to meet the needs of all stakeholders. You will have a greater understanding of how organisations need to be designed and to change to accommodate the challenges of global competitiveness and South Africa's particular imperatives. You will also learn how an organisation's structure impacts on its performance. You will appreciate the challenges associated with the management of change in organisations, and develop the skills and insights required to effect change in your own organisation. In the process you will become more aware of your own values, beliefs and actions and, if necessary, change the way you think and act as a manager.

GIE 825 Information and knowledge management 825

Academic organisation: Gordon Institute of Business Science

Contact time: 12 hours

Period of presentation: Semester 2

Language of tuition: English

Credits: 4,5

Module content:

The objective of this course is to introduce the value and role information has as a critical management resource, and the implications for business strategy and operations. In addition, participants will examine key issues in the fields of information and knowledge management strategy development and implementation, governance and service delivery. You will improve your understanding of the challenges and opportunities of leveraging investments in information technology and systems and gain a greater appreciation of the strategic nature of information, systems and how to use them for competitive advantage in your organisation. Finally, you will learn how strategic technology and systems choices will affect your organisation's capacity to compete.

GIE 826 Corporate finance 826

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

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.

GIE 827 General management in dynamic markets 827

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

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.

GIE 881 Human behaviour and performance 881

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

In this course 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 a new company in a South African context.

GNM 880 Business analysis and research methodology 880

Academic organisation: Gordon Institute of Business Science

Contact time: 28 contact hours per 3 week-cycle

Period of presentation: Semester 2

Language of tuition: English

Credits: 9

Module content:

In this course 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 course 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 course will prepare a student to do research that is of both practical and intellectual value.

GDB 900 Thesis: Business administration 900

Academic organisation: Gordon Institute of Business Science

Period of presentation: Year 1

Language of tuition: English

Credits: 240

Module content:

Students must submit a thesis on an approved topic.

GIB 900 Thesis: Philosophy 900

Academic organisation: Gordon Institute of Business Science

Period of presentation: Year 1

Language of instruction: English

Credits: 360

Module content:

Self-directed as per research interest of the doctoral candidate