University of Pretoria Yearbook 2018

MBA Full-time (07254009)

Minimum duration of study	1 year
Total credits	180

Programme information

See General Regulation G.31.

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

Prescribed modules, 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.

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 modules will be deregistered from the programme.

Admission requirements

1. A bachelor's degree, or an equivalent qualification is required for admission to the MBA degree studies.
2. 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.
3. Work experience deemed adequate and applicable by the Dean of the Institute.
4. The Dean of the Institute may set additional admission requirements.
5. Candidates will be subjected to a selection process.

Other programme-specific information

Potential electives

GIA 804 Contemporary issues in governance 804
GIA 807 Advanced valuation techniques 807
GIA 810 Contemporary issues in ethics 810
GIA 811 Contemporary issues in information and knowledge management 811
GIA 812 Contemporary issues in finance 812
GIA 813 Contemporary issues in investment 813
GIA 814 Contemporary issues in organisational development 814
GIA 815 Contemporary issues in strategy 815
GIA 816 Contemporary issues in stakeholder management 816

GIA 817 Contemporary issues in innovation 817
GIA 819 Contemporary issues in leadership 819
GIA 821 Contemporary issues in general management 821
GIA 822 Contemporary issues in the environment of business 822
GIA 823 Contemporary issues in organisational behaviour 823
GIA 827 Reputation management 827
GIA 829 Competition and regulation 829
GIA 832 Microfinance and inclusive banking 832
GIA 834 Ethics and leadership 834
GIA 835 Competitiveness of South Africa Inc. in the global economy 835
GIA 837 Strategic opportunities from information, communications and media technologies 837
GIA 838 Business law 838
GIA 842 Sports marketing 842
GIA 844 Financial derivatives 844
GIA 847 Black economic empowerment 847
GIA 848 Competitive intelligence 848
GIA 850 International business strategy 850
GIA 879 Imagination for the business mind 879
GIA 886 Contemporary issues in dynamic markets 886
GIA 891 Contemporary issues in global business 891
GIA 897 Macroeconomic forces and micro economic consequences 897
GIB 800 Creative and innovative thinking 800
GIB 801 Managing human capital 801
GIB 802 Financial modelling 802
GIB 803 Mergers and acquisitions 803
GIB 804 Building brands 804
GIB 805 Expert negotiator 805
GIB 806 Strategy in private equity 806
GIB 807 Information and knowledge management 807
GIB 808 Strategy and general management 808
GIB 809 Investment finance 809
GIB 810 Operationalising strategy 810
GIB 818 Strategic finance and value creation 818
GIB 820 Competitiveness and economic development 820
GIB 826 Institutional money management 826
GIB 828 Technology and emerging markets 828
GIB 830 Strategy and technology 830
GIB 831 Business opportunities and innovations in Africa 831
GIB 833 Economics of organisational strategy 833
GIB 836 Scenario planning and strategic thinking 836
GIB 839 Innovating business at the base 839
GIB 840 Woman in leadership 840
GIB 841 Consumer behaviour in dynamic markets 841
GIB 843 Effective execution and project management 843
GIB 845 Understanding dynamic markets 845
GIB 846 Innovation for future fitness (sustainability) 846

GIB 849 Business connectedness in Southern Africa 849
GIB 851 Leader as Coach 851
GIB 853 Corporate governance 853
GIB 855 Customer centric strategy 855
GIB 856 Multinational enterprise business strategy 856
GIB 883 Contemporary issues in personal effectiveness 883
GIB 886 Contemporary issues in research 886
GIC 802 Digital marketing 802
GIC 806 The lean start-up 806
GIC 807 Services marketing 807
GIC 808 Marketing metrics 808
GIC 810 Doing business in India 810
GIC 811 Leading through storytelling 811
GIC 814 The moral leader 814
GIC 819 Understanding business in China 819
GID 802 Supply chain and logistics 802
GID 804 Contemporary issues in sustainability 804
GID 806 Contemporary issues in African management 806
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 819 Global economic governance and business diplomacy 819
GID 821 Sales leadership 821
GID 823 Strategy and execution 823
GID 850 Personal leadership development 850
GID 851 Advanced entrepreneurship 851
GID 852 Strategy renewal 852
GID 853 Sales and business development 853
GID 854 Strategic leadership decision-making 854
GID 856 Business valuation and deal structure 856
GID 857 Corporate entrepreneurship and innovation 857
GID 858 Dealing with change and change immunity 858
GID 879 Developing markets 879
GID 898 Managing in frontier and emerging markets 898
GIE 815 Contemporary issues in entrepreneurship 815
GIE 817 Contemporary issues in marketing 817
GIE 818 Contemporary issues in human resources 818
GIE 829 Persuasion – the art and science of influence 829
GIE 880 Contemporary issues in supply chain management 880

Examinations and pass requirements

i. The minimum pass mark for each module 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 modules 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 modules.

iii. Should a candidate fail an elective module, he/she may repeat the elective module 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.

Curriculum: Final year

Minimum credits: 124

Core modules

Business analysis and communication 856 (GIA 856)

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

Module content

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

Integrative business research report 872 (GIA 872)

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

Module content

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

Global module 873 (GIA 873)

Module credits	0.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English

Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

*Attendance module only
Available from the relevant international institution.

Integrated business simulation 852 (GIB 852)

Module credits	5.00
Contact time	12 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 2

Module content

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

Corporate strategy 854 (GIB 854)

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

Module content

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

Applied decision making 860 (GIB 860)

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

Module content

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

Global business strategy 861 (GIB 861)

Module credits	0.00
Contact time	7 contact hours
Language of tuition	Module is presented in English
Department	Gordon Institute of Business Science
Period of presentation	Semester 1 or Semester 2

Module content

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

Leadership and corporate accountability 843 (GID 843)

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

Module content

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

Innovation and design 844 (GID 844)

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

Module content

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

Dynamics of competitiveness 845 (GID 845)

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

Module content

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

Environment of business 846 (GID 846)

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

Module content

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

Business analysis and research methodology 881 (GNM 881)

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

Module content

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

The information published here is subject to change and may be amended after the publication of this information. The General Regulations (G Regulations) apply to all faculties of the University of Pretoria. It is expected of students to familiarise themselves well with these regulations as well as with the information contained in the General Rules section. Ignorance concerning these regulations and rules will not be accepted as an excuse for any transgression.