

# University of Pretoria Yearbook 2023

## AdvDip in General Management (07121020)

**Department** Gordon Institute of Business Science

**Minimum duration of study** 1 year

**Total credits** 120

**NQF level** 07

### Admission requirements

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

### Other programme-specific information

Refer to General Academic Regulations G1-G15.

Refer to the GIBS student guidelines and regulations.

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

### Examinations and pass requirements

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

Refer to the GIBS student guidelines and regulations.

### Pass with distinction

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

### General information

#### **University of Pretoria Programme Qualification Mix (PQM) verification project**

*The higher education sector has undergone an extensive alignment to the Higher Education Qualification Sub-Framework (HEQF) across all institutions in South Africa. In order to comply with the HEQSF, all institutions are legally required to participate in a national initiative led by regulatory bodies such as the Department of Higher Education and Training (DHET), the Council on Higher Education (CHE), and the South African Qualifications*



*Authority (SAQA). The University of Pretoria is presently engaged in an ongoing effort to align its qualifications and programmes with the HEQSF criteria. Current and prospective students should take note that changes to UP qualification and programme names, may occur as a result of the HEQSF initiative. Students are advised to contact their faculties if they have any questions.*



## Curriculum: Final year

### Minimum credits: 120

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

Students must complete 4 electives of 9 credits each.

### Core modules

#### Mastering the business environment 300 (GAD 300)

**Module credits** 11.00

**NQF Level** 07

**Prerequisites** No prerequisites.

**Contact time** 14 contact hours

**Language of tuition** Module is presented in English

**Department** Gordon Institute of Business Science

**Period of presentation** Semester 1 and Semester 2

#### Module content

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

#### Strategic financial management 301 (GAD 301)

**Module credits** 11.00

**NQF Level** 07

**Prerequisites** No prerequisites.

**Contact time** 14 contact hours

**Language of tuition** Module is presented in English

**Department** Gordon Institute of Business Science

**Period of presentation** Semester 1 and Semester 2

#### Module content

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



## Strategic leadership and management 302 (GAD 302)

<b>Module credits</b>	11.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Language of tuition</b>	Module is presented in English
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 and Semester 2

### Module content

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

## Business strategy 303 (GAD 303)

<b>Module credits</b>	11.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Language of tuition</b>	Module is presented in English
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 or Semester 2

### Module content

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

## Strategic marketing 304 (GAD 304)

<b>Module credits</b>	10.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Language of tuition</b>	Module is presented in English
<b>Department</b>	Gordon Institute of Business Science



**Period of presentation** Semester 1 and Semester 2

### Module content

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

## Operational effectiveness 305 (GAD 305)

**Module credits** 10.00

**NQF Level** 07

**Prerequisites** No prerequisites.

**Contact time** 14 contact hours

**Department** Gordon Institute of Business Science

**Period of presentation** Semester 1 and Semester 2

### Module content

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

## Integrated action learning report 306 (GAD 306)

**Module credits** 20.00

**NQF Level** 07

**Prerequisites** No prerequisites.

**Contact time** 14 contact hours

**Department** Gordon Institute of Business Science

**Period of presentation** Semester 1 and Semester 2

### Module content

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

## Strategic project management 307 (GAD 307)

**Module credits** 9.00



<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 and Semester 2

### Module content

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

## Elective modules

### Governance and ethics 308 (GAD 308)

<b>Module credits</b>	9.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 and Semester 2

### Module content

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

### Strategic sales 309 (GAD 309)

<b>Module credits</b>	9.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 and Semester 2



## Module content

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

### Building personal mastery 310 (GAD 310)

**Module credits** 9.00

**NQF Level** 07

**Prerequisites** No prerequisites.

**Contact time** 14 contact hours

**Department** Gordon Institute of Business Science

**Period of presentation** Semester 1 and Semester 2

## Module content

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

### Innovation, technology and knowledge management 311 (GAD 311)

**Module credits** 9.00

**NQF Level** 07

**Prerequisites** No prerequisites.

**Contact time** 14 contact hours

**Department** Gordon Institute of Business Science

**Period of presentation** Semester 1 and Semester 2

## Module content

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

### Leading change 312 (GAD 312)

**Module credits** 9.00

**NQF Level** 07



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

#### Module content

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

### Strategic entrepreneurship 313 (GAD 313)

<b>Module credits</b>	9.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 and Semester 2

#### Module content

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

### Human resource strategy 314 (GAD 314)

<b>Module credits</b>	9.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 and Semester 2

#### Module content

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





## Sustainability 315 (GAD 315)

<b>Module credits</b>	9.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 and Semester 2

### Module content

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

## Customer centricity 316 (GAD 316)

<b>Module credits</b>	9.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 and Semester 2

### Module content

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

## Organisational behaviour 317 (GAD 317)

<b>Module credits</b>	9.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 and Semester 2



## Module content

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

### Transformation 318 (GAD 318)

<b>Module credits</b>	9.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 and Semester 2

## Module content

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

### Information technology 319 (GAD 319)

<b>Module credits</b>	9.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 and Semester 2

## Module content

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

### Decision making 320 (GAD 320)

<b>Module credits</b>	9.00
<b>NQF Level</b>	07



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

#### Module content

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

### Women in leadership 321 (GAD 321)

<b>Module credits</b>	9.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 and Semester 2

#### Module content

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

### Organisational risk 322 (GAD 322)

<b>Module credits</b>	9.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 and Semester 2



## Module content

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

### Economics 323 (GAD 323)

**Module credits** 9.00

**NQF Level** 07

**Prerequisites** No prerequisites.

**Contact time** 14 contact hours

**Department** Gordon Institute of Business Science

**Period of presentation** Semester 1 and Semester 2

## Module content

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

### Integrated simulation 324 (GAD 324)

**Module credits** 9.00

**NQF Level** 07

**Prerequisites** No prerequisites.

**Contact time** 14 contact hours

**Department** Gordon Institute of Business Science

**Period of presentation** Semester 1 and Semester 2

## Module content

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

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

**Module credits** 9.00

**NQF Level** 07

**Prerequisites** No prerequisites.



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<b>Contact time</b>	14 contact hours
<b>Language of tuition</b>	Module is presented in English
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 or Semester 2

#### **Module content**

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

### **Funding the impact enterprise 326 (GAD 326)**

<b>Module credits</b>	9.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Language of tuition</b>	Module is presented in English
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 or Semester 2

#### **Module content**

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

### **Business model design and development 327 (GAD 327)**

<b>Module credits</b>	9.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Language of tuition</b>	Module is presented in English
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 or Semester 2



## Module content

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

## Building relationships and alliances 328 (GAD 328)

<b>Module credits</b>	9.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Language of tuition</b>	Module is presented in English
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 or Semester 2

## Module content

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

## Scaling the impact enterprise 329 (GAD 329)

<b>Module credits</b>	9.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Language of tuition</b>	Module is presented in English
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 or Semester 2

## Module content

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



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## Monitoring and evaluation 330 (GAD 330)

<b>Module credits</b>	9.00
<b>NQF Level</b>	07
<b>Prerequisites</b>	No prerequisites.
<b>Contact time</b>	14 contact hours
<b>Language of tuition</b>	Module is presented in English
<b>Department</b>	Gordon Institute of Business Science
<b>Period of presentation</b>	Semester 1 or Semester 2

### Module content

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

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### Regulations and rules

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

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

### University of Pretoria Programme Qualification Mix (PQM) verification project

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