



University of Pretoria Yearbook 2022

MPhil *with specialisation in Change Leadership* (07254020)

Department Gordon Institute of Business Science

Minimum duration of study 1 year

Total credits 180

NQF level 09

Programme information

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

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

Admission requirements

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

Other programme-specific information

Refer to General Academic Regulations G30-G41.

Refer to the GIBS student guidelines and regulations.

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

Examinations and pass requirements

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

Refer to the GIBS student guidelines and regulations.



Curriculum: Final year

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

Core modules

Contextual disruption and business strategy 811 (GIG 811)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 12.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisites. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 1 or Semester 2 |

Module content

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

The evolving organisation 812 (GIG 812)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 12.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisites |
| Contact time | 21 Hours |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 1 or Semester 2 |

Module content

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

Leading innovation and organisational change 813 (GIG 813)

| | |
|-----------------------|-------|
| Module credits | 15.00 |
|-----------------------|-------|



| | |
|-------------------------------|--------------------------------------|
| NQF Level | 09 |
| Prerequisites | No prerequisites. |
| Contact time | 21 Hours |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 1 or Semester 2 |

Module content

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

Developing self and others 814 (GIG 814)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 21.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisites. |
| Contact time | 49 Contact hours |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 1 or Semester 2 |

Module content

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

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

Advanced research methods 815 (GIG 815)

| | |
|-----------------------|-------------------|
| Module credits | 15.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisites. |



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

Module content

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

Mini-dissertation: Change leadership 801 (GMD 801)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 81.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisites. |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Year |

Module content

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

Elective modules

Employee happiness and wellbeing: a strategy and responsibility 861 (GIJ 861)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |

Module content

This elective aims to introduce students to theory and practice of employee happiness and well-being, and its role in organizational outcomes. Specifically, providing an overview of the latest research on employee happiness and well-being, the relationship between employee happiness and well-being and organizational outcomes, and case studies on practical methods to implement employee happiness and well-being strategy.



Personal resilience 862 (GIJ 862)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |

Module content

This elective aims to introduce students to the science resilience, the process of positively adapting to adversity. Specifically, in this elective students will explore the capabilities, skills, and self-care practices that contribute to building personal resilience to meet both professional and personal challenges.

Behaviour science for business impact 863 (GIJ 863)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |

Module content

This elective develops a toolkit and interventions based on principles and experiments that have practical value for business. A distinct selection of principles and methods from diverse fields will be demonstrated and applied. These techniques are aimed at enabling behavioural shifts for business impact. Students will develop essential insights into these methods and will apply the learning by creating persuasive interventions to shift behaviour.

Crucial conversations 864 (GIJ 864)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |



Module content

This elective teaches the skills for communicating when the stakes are high, opinions vary, and emotions run strong. Students will learn the dialogue skills—as demonstrated by top performers—that empower them to talk with anyone about anything, helping reach alignment and agreement on important matters. These skills turn into behaviours that improve decision-making, commitment to action, productivity, improved relationships and enhanced accountability. As these behaviours become consistent, they empower organisations, teams, and individuals to develop high-performance cultures based on trust and respect.

Negotiation and deal-making 865 (GIJ 865)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |

Module content

A 3-day workshop-styled programme covering the broad field of negotiation. This is an advanced programme aimed at negotiations of high financial value and significant consequence of error.

Integrative leadership for public private collaboration towards partnerships 866 (GIJ 866)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |

Module content

The module explains how to analyse and respond to different contextual dynamics by developing appropriate partnership strategies. It reflects on an organisation's contextual factors and dynamics that influence the partnership negotiation and implementation processes, paying special attention to the influence of characteristics unique to the African context.

State capture, corruption and ethical leadership 867 (GIJ 867)

| | |
|-----------------------|------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |



Contact time 21 contact hours per 3 week-cycle

Language of tuition Module is presented in English

Department Gordon Institute of Business Science

Period of presentation Semester 2

Module content

This elective reflects on the concept of ethical leadership in the public and private sector within the context of state capture and corruption and proposes solutions to combatting corruption and state capture, which threaten an emerging democracy in South Africa.

International corporate management business simulation 868 (GIJ 868)

Module credits 6.00

NQF Level 08

Prerequisites No prerequisite.

Contact time 21 contact hours per 3 week-cycle

Language of tuition Module is presented in English

Department Gordon Institute of Business Science

Period of presentation Semester 2

Module content

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

The UN sustainable development goals: partnering to deliver shared value 869 (GIJ 869)

Module credits 6.00

NQF Level 09

Prerequisites No prerequisite.

Contact time 21 contact hours per 3 week-cycle

Language of tuition Module is presented in English

Department Gordon Institute of Business Science

Period of presentation Semester 2

Module content

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



Strategy and innovation 870 (GIJ 870)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |

Module content

External factors and shifts in the political, social, technological, demographic, legal and regulatory environments all have an impact on organisations and their ability to remain relevant, competitive and to grow. These shifts are further accelerated by the “age of disruption” – which the World Economic Forum titles the Fourth Industrial Revolution. This rapidly evolving external environment has resulted in a need to create more agile and competitive strategies.

Effectual intelligence for management consultants 871 (GIJ 871)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |

Module content

This highly practical module aims to equip the participants with various practical tools and tactics that will enable them to become an adaptive and effective management consultant.

Impact investing 872 (GIJ 872)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |



Module content

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

Entrepreneurial finance 873 (GIJ 873)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |

Module content

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

Entrepreneurial marketing 874 (GIJ 874)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |

Module content

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

New venture creation 875 (GIJ 875)

| | |
|-----------------------|------|
| Module credits | 6.00 |
| NQF Level | 09 |



| | |
|-------------------------------|--------------------------------------|
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |

Module content

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

Social entrepreneurship and measuring impact 876 (GIJ 876)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |

Module content

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

Digital disruption 877 (GIJ 877)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |



Module content

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

Dynamic innovation 878 (GIJ 878)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |

Module content

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

Fourth industrial revolution 879 (GIJ 879)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |

Module content

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



Contextual leadership intelligence 880 (GIJ 880)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |

Module content

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

Mindful leader 881 (GIJ 881)

| | |
|-------------------------------|--------------------------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |

Module content

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

Strategic supply management 882 (GIJ 882)

| | |
|----------------------------|--------------------------------------|
| Module credits | 6.00 |
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |



Period of presentation Semester 2

Module content

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

Africa in 2050: betting on ourselves 883 (GIJ 883)

Module credits 6.00

NQF Level 09

Prerequisites No prerequisite.

Contact time 21 contact hours per 3 week-cycle

Language of tuition Module is presented in English

Department Gordon Institute of Business Science

Period of presentation Semester 2

Module content

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

Global business strategy: global economics & international business risk 884 (GIJ 884)

Module credits 6.00

NQF Level 09

Prerequisites No prerequisite.

Contact time 21 contact hours per 3 week-cycle

Language of tuition Module is presented in English

Department Gordon Institute of Business Science

Period of presentation Semester 2

Module content

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

Mastering strategic foresight 885 (GIJ 885)

Module credits 6.00



| | |
|-------------------------------|--------------------------------------|
| NQF Level | 09 |
| Prerequisites | No prerequisite. |
| Contact time | 21 contact hours per 3 week-cycle |
| Language of tuition | Module is presented in English |
| Department | Gordon Institute of Business Science |
| Period of presentation | Semester 2 |

Module content

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

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.