



University of Pretoria Yearbook 2017

Gordon Institute of Business Science

Welcome to the Gordon Institute of Business Science

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

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

Faculty regulations and information

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

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

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

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 modules he or she intends taking in that particular year. A student may also only register for modules 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 module 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 modules 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 modules is concerned, General Regulation G.11.2 (c) does not apply to GIBS.

1.3 Pass requirements and subminimum in examinations

A final weighted average mark of at least 50% in a module is required to pass. A subminimum of 45% is required in the examination for each module. Should the student fail to achieve the required subminimum, the student will be considered to have failed the module. 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 module(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 module 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 module.
- v. GIBS does not offer supplementary examinations.

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.



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.



Postgrad Diploma/Certificate

PGDip Business Administration Business Studies (07220012)

Duration of study 1 year

Admission requirements

- Subject to the provisions of General Regulations G.1.3 and G.54 a bachelor's degree or an equivalent qualification is required for admission to the postgraduate diploma.
- The requirement of an exemption assessment on preparatory work as determined by the Dean must be complied with.
- The Dean may set additional admission requirements.
- Candidates will be subjected to a selection process.

Additional requirements

Refer General Regulation G.55.

Prescribed courses, workshops and company or field visits form part of the programme.

Examinations and pass requirements

- The minimum pass mark for each prescribed module is 50%.
- In the case of methodology modules, credit for the module will be obtained through an exam. Exam entry is contingent on adequate progress with the online component of the work, and a subminimum of 45% must be obtained in the examination.
- In the case of thematic studies, students must have obtained a minimum of 50% for assignment submissions.
- A candidate who has failed more than two modules may not continue with his/her studies for the diploma, except with the approval of the Dean.

Curriculum: Final year

Minimum credits: 120

Core modules

[Business dynamics in context 792](#) (GIA 792) - Credits: 8.00

[Research design 795](#) (GIA 795) - Credits: 16.00

[Principles of quantitative research 793](#) (GIA 793) - Credits: 16.00

[Principles of qualitative research 794](#) (GIA 794) - Credits: 16.00

[Integrative research 799](#) (GIA 799) - Credits: 22.00

[Thematic studies module 1 796](#) (GIA 796) - Credits: 14.00

[Thematic studies module 2 797](#) (GIA 797) - Credits: 14.00

[Thematic studies module 3 798](#) (GIA 798) - Credits: 14.00

PGDip Business Administration (07220011)

Duration of study 1 year

Admission requirements

- Subject to the provisions of General Regulations G.1.3 and G.54 a bachelor's degree or an equivalent



qualification is required for admission to the postgraduate diploma.

- The requirement of an exemption assessment on preparatory work as determined by the Dean must be complied with.
- The Dean may set additional admission requirements.
- Candidates will be subjected to a selection process.

Other programme-specific information

Refer General Regulation G.55.

Prescribed courses, workshops and company or field visits form part of the programme.

Examinations and pass requirements

- The minimum pass mark for each prescribed course is 50%, provided that a subminimum of 45% has been obtained in the examination.
- 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.

Curriculum: Final year

Minimum credits: 180

Core modules

Innovation and critical thinking 780 (GIA 780) - Credits: 10.00

Economics: Prices and markets 782 (GIA 782) - Credits: 10.00

Financial accounting 783 (GIA 783) - Credits: 10.00

Management accounting 784 (GIA 784) - Credits: 10.00

Organisational behaviour 786 (GIA 786) - Credits: 10.00

Human resource strategy 787 (GIA 787) - Credits: 10.00

Marketing 789 (GIA 789) - Credits: 10.00

Macro-economics 781 (GIB 781) - Credits: 10.00

Information and knowledge management 785 (GIB 785) - Credits: 5.00

Operations management 780 (GIC 780) - Credits: 10.00

Integrating structures and processes 781 (GIC 781) - Credits: 10.00

Ethics and sustainability 785 (GIC 785) - Credits: 5.00

Entrepreneurship 786 (GIC 786) - Credits: 10.00

PGDip General Management (07220010)

Duration of study 1 year

Admission requirements

- Subject to the provisions of General Regulations G.1.3 and G.54 a bachelor's degree or an equivalent qualification is required for admission to the postgraduate diploma.
- The requirement of an exemption assessment on preparatory work as determined by the Dean must be



complied with.

- The Dean may set additional admission requirements.
- Candidates will be subjected to a selection process.

Other programme-specific information

Refer General Regulation G.55.

Prescribed courses, workshops and company or field visits form part of the programme.

Examinations and pass requirements

- The minimum pass mark for each prescribed course is 50%, provided that a subminimum of 45% has been obtained in the examination.
- 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.

Curriculum: Final year

Minimum credits: 120

Core modules

[Analytical tools and techniques 785](#) (GIA 785) - Credits: 10.00

[Management accounting 788](#) (GIA 788) - Credits: 10.00

[Corporate finance 790](#) (GIA 790) - Credits: 10.00

[Organisational development and transformation 791](#) (GIA 791) - Credits: 10.00

[Financial accounting 780](#) (GIE 780) - Credits: 10.00

[Microeconomics: Prices and markets 781](#) (GIE 781) - Credits: 10.00

[Human resources strategy 782](#) (GIE 782) - Credits: 10.00

[Human behaviour and performance in South Africa 783](#) (GIE 783) - Credits: 10.00

[Marketing 784](#) (GIE 784) - Credits: 10.00

[Macroeconomics: National competitiveness 785](#) (GIE 785) - Credits: 10.00

[Operations management 786](#) (GIE 786) - Credits: 10.00

[Introduction to research methodology 787](#) (GIE 787) - Credits: 10.00



Master's

MBA Full-time (07254009)

Duration of study 1 year

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 826 Project and Infrastructure Finance 826
- 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 change in the South African context 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 889 Professional management consulting 889
 - GIA 891 Contemporary issues in global business 891
 - GIA 897 Macroeconomic forces and micro economic consequences 897
 - GIA 890 Advocacy as a critical skill 890
 - 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 885 Managing information systems and big data 885
GIB 886 Contemporary issues in research 886
GIC 802 Digital marketing 802
GIC 805 Geopolitics and grand strategy 805
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
GIC 820 Advanced manufacturing -Supply chain management 820
GIC 821 African industrialisation 821
GIC 822 Industrial and trade policy in support of industrialisation 822
GIC 823 Manufacturing and the environment 823
GIC 824 The future of manufacturing - Quo Vadis 824
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 889 Ethics and financial reporting 889
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

Core modules

- Business analysis and communication 856 (GIA 856) - Credits: 0.00
Integrative business research report 872 (GIA 872) - Credits: 60.00
Global module 873 (GIA 873) - Credits: 0.00
Entrepreneurship 852 (GIB 852) - Credits: 5.00
Corporate strategy 854 (GIB 854) - Credits: 9.00
Applied decision making 860 (GIB 860) - Credits: 9.00
Global business strategy 861 (GIB 861) - Credits: 0.00
Leadership and corporate accountability 843 (GID 843) - Credits: 9.00
Innovation and design 844 (GID 844) - Credits: 5.00
Dynamics of competitiveness 845 (GID 845) - Credits: 9.00
Environment of business 846 (GID 846) - Credits: 9.00
Business analysis and research methodology 881 (GNM 881) - Credits: 9.00

MBA Modular (07254010)

Duration of study 1 year

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 826 Project and Infrastructure Finance 826
- 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 change in the South African context 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 889 Professional management consulting 889
- GIA 891 Contemporary issues in global business 891
- GIA 897 Macroeconomic forces and micro economic consequences 897
- GIA 890 Advocacy as a critical skill 890
- 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 885 Managing information systems and big data 885
GIB 886 Contemporary issues in research 886
GIC 802 Digital marketing 802
GIC 805 Geopolitics and grand strategy 805
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
GIC 820 Advanced manufacturing -Supply chain management 820
GIC 821 African industrialisation 821
GIC 822 Industrial and trade policy in support of industrialisation 822
GIC 823 Manufacturing and the environment 823
GIC 824 The future of manufacturing - Quo Vadis 824
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 889 Ethics and financial reporting 889
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

Core modules

[Business analysis and communication 856](#) (GIA 856) - Credits: 0.00

[Integrative business research report 872](#) (GIA 872) - Credits: 60.00

[Global module 873](#) (GIA 873) - Credits: 0.00



Entrepreneurship 852 (GIB 852) - Credits: 5.00
Corporate strategy 854 (GIB 854) - Credits: 9.00
Applied decision making 860 (GIB 860) - Credits: 9.00
Global business strategy 861 (GIB 861) - Credits: 0.00
Leadership and corporate accountability 843 (GID 843) - Credits: 9.00
Innovation and design 844 (GID 844) - Credits: 5.00
Dynamics of competitiveness 845 (GID 845) - Credits: 9.00
Environment of business 846 (GID 846) - Credits: 9.00
Business analysis and research methodology 881 (GNM 881) - Credits: 9.00

MBA Part-time (07254008)

Duration of study 1 year

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

- A bachelor's degree, or an equivalent qualification is required for admission to the MBA degree studies.

- 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.

- Work experience deemed adequate and applicable by the Dean of the Institute.

- The Dean of the Institute may set additional admission requirements.

- 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 826 Project and Infrastructure Finance 826
 - 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 change in the South African context 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 889 Professional management consulting 889
 - GIA 891 Contemporary issues in global business 891
 - GIA 897 Macroeconomic forces and micro economic consequences 897
 - GIA 890 Advocacy as a critical skill 890
 - 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 885 Managing information systems and big data 885
 - GIB 886 Contemporary issues in research 886
 - GIC 802 Digital marketing 802
 - GIC 805 Geopolitics and grand strategy 805
 - 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
 - GIC 820 Advanced manufacturing -Supply chain management 820
 - GIC 821 African industrialisation 821
 - GIC 822 Industrial and trade policy in support of industrialisation 822
 - GIC 823 Manufacturing and the environment 823
 - GIC 824 The future of manufacturing - Quo Vadis 824
 - 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 889 Ethics and financial reporting 889
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

Core modules

[Business analysis and communication 856](#) (GIA 856) - Credits: 0.00
[Integrative business research report 872](#) (GIA 872) - Credits: 60.00
[Global module 873](#) (GIA 873) - Credits: 0.00
[Entrepreneurship 852](#) (GIB 852) - Credits: 5.00
[Corporate strategy 854](#) (GIB 854) - Credits: 9.00
[Applied decision making 860](#) (GIB 860) - Credits: 9.00
[Global business strategy 861](#) (GIB 861) - Credits: 0.00
[Leadership and corporate accountability 843](#) (GID 843) - Credits: 9.00
[Innovation and design 844](#) (GID 844) - Credits: 5.00
[Dynamics of competitiveness 845](#) (GID 845) - Credits: 9.00
[Environment of business 846](#) (GID 846) - Credits: 9.00
[Business analysis and research methodology 881](#) (GNM 881) - Credits: 9.00



Doctorate

DBA (07264003)

Duration of study 2 years

Programme information

The DBA (Doctor of Business Administration) is a doctoral degree with a focus on application. Students submit an independent thesis on an area of research that is of interest to practitioners. The doctorate is the terminal academic degree, and it is expected that the thesis will build on existing scholarly work. Students who are accepted onto the DBA will be offered support through online and contact sessions, and it is expected that they will also contribute to their peer community.

Admission requirements

- An MBA degree from a recognised tertiary institution
- Familiarity with basic statistics.

Additional requirements

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

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

Research information

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

The completed research study must be presented in the form of a doctoral thesis. 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.

Curriculum: Year 1

Core modules

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

Curriculum: Year 2

Core modules

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

Curriculum: Year 3

Core modules

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

PhD (07264004)

Duration of study 2 years

Programme information

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

Admission requirements

- An MBA degree from a recognised tertiary institution.
- A research master's degree in a related field (e.g. Statistics Psychology Economics etc.) from a recognised tertiary institution.
- Familiarity with basic statistics.

Additional requirements

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

- A completed and signed hard copy of the application form and contract.
- An application fee relevant for the year of admission, payable to the Gordon Institute of Business Science.
- Official academic transcripts of all academic qualifications obtained to date. (Please note that a degree certificate is not a transcript.)
- A 20-page research proposal, containing:
 - The research question;
 - A concise review of the literature most relevant to the research;
 - The proposed research design;
 - The proposed data source(s) and data gathering strategy.
- Reports from two independent professional referees with whom the candidate is well acquainted, commenting on the candidate's suitability for advanced academic study towards a doctorate. The signed referees reports



should be marked “Admissions and the year of study” and sent directly to the Director of Research.

- Successful candidates will be required to pay a non-refundable deposit relevant to the year of application, deductible from their subsequent tuition fees.
- Assessments will be conducted to establish if candidates are capable of doctoral study. Continued study on the doctoral programme will be contingent upon meeting the requirements of the assessment.

Research information

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

The completed research study must be presented in the form of a doctoral thesis. 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.

Curriculum: Year 1

Core modules

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

Curriculum: Year 2

Core modules

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

Curriculum: Year 3

Core modules

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

Curriculum: Final year

Core modules

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



Modules

Thesis: Business administration 900 (GDB 900)

Qualification	Postgraduate
Module credits	360.00
Programmes	DBA
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Year

Module content

Students must submit a thesis on an approved topic.

The nature of scientific research 901 (GDB 901)

Qualification	Postgraduate
Module credits	0.00
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Year

Module content

Preparatory work for thesis.

Design and methods for quantitative research 902 (GDB 902)

Qualification	Postgraduate
Module credits	0.00
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Year

Module content

Preparatory work for thesis.

Design and methods for qualitative research 903 (GDB 903)

Qualification	Postgraduate
Module credits	0.00



Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Year

Module content

Preparatory work for thesis.

Transdisciplinary applied business research 904 (GDB 904)

Qualification	Postgraduate
Module credits	0.00
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Year

Module content

Preparatory work for thesis.

Macro environment of business 905 (GDB 905)

Qualification	Postgraduate
Module credits	0.00
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Year

Module content

Preparatory work for thesis.

Strategic management 906 (GDB 906)

Qualification	Postgraduate
Module credits	0.00
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Year

Module content

Preparatory work for thesis.



Leadership 907 (GDB 907)

Qualification	Postgraduate
Module credits	24.00
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Year

Module content

Preparatory work for thesis.

Governance, risk and performance 911 (GDB 911)

Qualification	Postgraduate
Module credits	0.00
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Year

Module content

Preparatory work for thesis.

Strategic marketing 912 (GDB 912)

Qualification	Postgraduate
Module credits	24.00
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Year

Module content

Preparatory work for thesis.

Finance 913 (GDB 913)

Qualification	Postgraduate
Module credits	24.00
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S



Period of presentation Year

Module content

Preparatory work for thesis.

Organisation behaviour and transformation 914 (GDB 914)

Qualification Postgraduate

Module credits 0.00

Prerequisites No prerequisites.

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Year

Module content

Preparatory work for thesis.

Innovation 915 (GDB 915)

Qualification Postgraduate

Module credits 24.00

Prerequisites No prerequisites.

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Year

Module content

Preparatory work for thesis.

International business 916 (GDB 916)

Qualification Postgraduate

Module credits 1.00

Prerequisites No prerequisites.

Contact time 14 contact hours over 1 week

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Year

Module content

Preparatory work for thesis.

Innovation and critical thinking 780 (GIA 780)

Qualification Postgraduate



Module credits	10.00
Programmes	PGDip Business Administration
Prerequisites	No prerequisites.
Contact time	24 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1

Module content

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

Economics: Prices and markets 782 (GIA 782)

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

Module content

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

Financial accounting 783 (GIA 783)

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



Module content

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

Management accounting 784 (GIA 784)

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

Module content

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

Analytical tools and techniques 785 (GIA 785)

Qualification	Postgraduate
Module credits	10.00
Programmes	PGDip General Management
Prerequisites	No prerequisites.
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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



Organisational behaviour 786 (GIA 786)

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

Module content

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

Human resource strategy 787 (GIA 787)

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

Module content

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

Management accounting 788 (GIA 788)

Qualification	Postgraduate
Module credits	10.00
Programmes	PGDip General Management
Prerequisites	No prerequisites.
Contact time	Twenty four hours



Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Marketing 789 (GIA 789)

Qualification Postgraduate

Module credits 10.00

Programmes [PGDip Business Administration](#)

Prerequisites No prerequisites.

Contact time 24 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1

Module content

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

Corporate finance 790 (GIA 790)

Qualification Postgraduate

Module credits 10.00

Programmes [PGDip General Management](#)

Prerequisites No prerequisites.

Contact time Twenty four hours

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2



Module content

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

Organisational development and transformation 791 (GIA 791)

Qualification	Postgraduate
Module credits	10.00
Programmes	PGDip General Management
Prerequisites	No prerequisites.
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

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.

Business dynamics in context 792 (GIA 792)

Qualification	Postgraduate
Module credits	8.00
Programmes	PGDip Business Administration Business Studies
Contact time	24 contact hours
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2



Module content

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

Principles of quantitative research 793 (GIA 793)

Qualification Postgraduate

Module credits 16.00

Programmes [PGDip Business Administration Business Studies](#)

Contact time 24 Hours

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Principles of qualitative research 794 (GIA 794)

Qualification Postgraduate

Module credits 16.00

Programmes [PGDip Business Administration Business Studies](#)

Contact time 24 Hours

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2



Module content

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

Research design 795 (GIA 795)

Qualification Postgraduate

Module credits 16.00

Programmes [PGDip Business Administration Business Studies](#)

Contact time 24 Hours

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Thematic studies module 1 796 (GIA 796)

Qualification Postgraduate

Module credits 14.00

Programmes [PGDip Business Administration Business Studies](#)

Contact time 24 Hours

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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



Thematic studies module 2 797 (GIA 797)

Qualification	Postgraduate
Module credits	14.00
Programmes	PGDip Business Administration Business Studies
Contact time	24 Hours
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Thematic studies module 3 798 (GIA 798)

Qualification	Postgraduate
Module credits	14.00
Programmes	PGDip Business Administration Business Studies
Contact time	24 Hours
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Integrative research 799 (GIA 799)

Qualification	Postgraduate
Module credits	22.00
Programmes	PGDip Business Administration Business Studies
Contact time	24 Hours
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2



Module content

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

Marketing metrics 801 (GIA 801)

Qualification	Postgraduate
Module credits	9.00
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Year

Supply chain and logistics 802 (GIA 802)

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

Module content

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

Business connectedness in Southern Africa 803 (GIA 803)

Qualification	Postgraduate
Module credits	12.00
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2



Module content

The aim is to better understand and gain a feeling of trade and business in and around Southern Africa – through a practical first-hand experience by road from Johannesburg to a neighbouring country (Zimbabwe or Mozambique).

The goals and objectives include the gaining of some insight into the life blood of the region: the movement of goods and services between South Africa and surrounding countries. The role of infrastructure, policy, bureaucracy and security on trade and general economic activities will be witnessed first-hand and discussed in detail – with perspectives and solutions offered and exchanged among the group.

Contemporary issues in governance 804 (GIA 804)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

Module content

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

Valued based management 806 (GIA 806)

Qualification	Postgraduate
Module credits	9.00
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Year

Advanced valuation techniques 807 (GIA 807)

Qualification	Postgraduate
Module credits	12.00
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S



Period of presentation Semester 1 or Semester 2

Module content

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

Contemporary issues in ethics 810 (GIA 810)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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

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

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1

Module content

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

Contemporary issues in finance 812 (GIA 812)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English



Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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

Contemporary issues in investment 813 (GIA 813)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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

Contemporary issues in strategy 815 (GIA 815)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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

Contemporary issues in stakeholder management 816 (GIA 816)

Qualification Postgraduate



Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

Module content

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

Contemporary issues in innovation 817 (GIA 817)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

Module content

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

Contemporary issues in leadership 819 (GIA 819)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2



Module content

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

Contemporary issues in general management 821 (GIA 821)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

Module content

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

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

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

Module content

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

Contemporary issues in global business 824 (GIA 824)

Qualification	Postgraduate
Module credits	12.00
Prerequisites	No prerequisites.



Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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

Reputation Management 827 (GIA 827)

Qualification Postgraduate

Module credits 12.00

Prerequisites No prerequisites.

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Competition and regulation 829 (GIA 829)

Qualification Postgraduate

Module credits 12.00

Prerequisites No prerequisites.

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Microfinance and inclusive banking 832 (GIA 832)

Qualification Postgraduate



Module credits	12.00
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Ethics and leadership 834 (GIA 834)

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

Module content

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

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

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

Module content

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



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

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

Module content

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

Business law 838 (GIA 838)

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

Module content

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

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



Sports marketing 842 (GIA 842)

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

Module content

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

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

Financial derivatives 844 (GIA 844)

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

Module content

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

Black economic empowerment 847 (GIA 847)

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



Module content

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

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

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

Competitive intelligence 848 (GIA 848)

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

Module content

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

International business strategy 850 (GIA 850)

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



Module content

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

Business analysis and communication 856 (GIA 856)

Qualification Postgraduate

Module credits 0.00

Programmes [MBA Full-time](#)
[MBA Modular](#)
[MBA Part-time](#)

Contact time Twenty four hours

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

This module is designed to enable students to analyse business problems, derive appropriate solutions, and communicate them effectively. There are two parts to it:

Part A deals with the written analysis of business cases. Through classroom instruction and individual feedback, students learn to analyse a business case, generate and review solutions, and prepare a clear, logical written summary of their analysis. The skills learnt include the cognitive skills of analysing, evaluating and synthesising complex material, and the communication skills of presenting findings in oral and written English.

Part B applies the same skills to the analysis and solution of an actual business situation. Students are required to conduct research into a problem posed in a company. They analyse the problem, conduct the appropriate research in the industry, apply the models and techniques covered in their MBA core courses, and prepare a consulting report for presentation to management and faculty.

Analytical tools and techniques 861 (GIA 861)

Qualification Postgraduate

Module credits 9.00

Contact time Twenty four hours

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2



Module content

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

Microeconomics: Prices and markets 862 (GIA 862)

Qualification	Postgraduate
Module credits	9.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Financial accounting 863 (GIA 863)

Qualification	Postgraduate
Module credits	9.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S



Period of presentation Semester 1

Module content

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

Management accounting 864 (GIA 864)

Qualification Postgraduate

Module credits 9.00

Contact time Twenty four hours

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Corporate finance 865 (GIA 865)

Qualification Postgraduate

Module credits 9.00

Contact time Twenty four hours

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2



Module content

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

Human Resource Strategy 867 (GIA 867)

Qualification	Postgraduate
Module credits	9.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

Module content

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

Organisational development and transformation 868 (GIA 868)

Qualification	Postgraduate
Module credits	9.00
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2



Module content

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

Marketing 869 (GIA 869)

Qualification	Postgraduate
Module credits	9.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1

Module content

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

Integrative business research report 872 (GIA 872)

Qualification	Postgraduate
Module credits	60.00
Programmes	MBA Full-time MBA Modular MBA Part-time
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2



Module content

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

Global module 873 (GIA 873)

Qualification Postgraduate

Module credits 0.00

Programmes [MBA Full-time](#)
[MBA Modular](#)
[MBA Part-time](#)

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

*Attendance module only

Available from the relevant international institution.

Creativity for the business mind 879 (GIA 879)

Qualification Postgraduate

Module credits 12.00

Prerequisites No prerequisites.

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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

Innovation and design 880 (GIA 880)

Qualification Postgraduate

Module credits 9.00

Prerequisites No prerequisites.

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S



Period of presentation Semester 1

Contemporary issues in dynamic markets 886 (GIA 886)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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

Contemporary issues in global business 891 (GIA 891)

Qualification Postgraduate

Module credits 9.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

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.

Macroeconomic forces and microeconomic consequences 897 (GIA 897)

Qualification Postgraduate

Module credits 12.00

Prerequisites No prerequisites.

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2



Module content

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

Macro-economics 781 (GIB 781)

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

Module content

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

Information and knowledge management 785 (GIB 785)

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

Module content

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

Advocacy as a critical skill 800 (GIB 800)

Qualification	Postgraduate
----------------------	--------------



Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Professional management consulting 801 (GIB 801)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

Module content

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

Financial modelling 802 (GIB 802)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2



Module content

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

Mergers and acquisitions 803 (GIB 803)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

Module content

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

Building brands 804 (GIB 804)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

Module content

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

Expert negotiator 805 (GIB 805)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S



Period of presentation Semester 2

Module content

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

Strategy in private equity 806 (GIB 806)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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

Managing information systems and big data 807 (GIB 807)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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



Strategy and general management 808 (GIB 808)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Investment finance 809 (GIB 809)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Operationalising strategy 810 (GIB 810)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

Module content

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

Strategic finance and value creation 818 (GIB 818)

Qualification	Postgraduate
----------------------	--------------



Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Competitiveness and economic development 820 (GIB 820)

Qualification	Postgraduate
Module credits	24.00
Contact time	56 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

Module content

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

Project and infrastructure finance 826 (GIB 826)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Technology and emerging markets 828 (GIB 828)

Qualification	Postgraduate
----------------------	--------------



Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Strategy and technology 830 (GIB 830)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Business opportunities and innovations in Africa 831 (GIB 831)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2



Module content

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

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

Economics of organisational strategy 833 (GIB 833)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Scenario planning and strategic thinking 836 (GIB 836)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Innovating business at the base 839 (GIB 839)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English



Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Woman in leadership 840 (GIB 840)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

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

Consumer behaviour in dynamic markets 841 (GIB 841)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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



Effective execution and project management 843 (GIB 843)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Understanding dynamic markets 845 (GIB 845)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

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

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2



Module content

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

Leader as coach 847 (GIB 847)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Business connectedness in Southern Africa 849 (GIB 849)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Operations management 850 (GIB 850)

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

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

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.

Macroeconomics: National competitiveness 851 (GIB 851)

Qualification Postgraduate

Module credits 9.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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

Entrepreneurship 852 (GIB 852)

Qualification Postgraduate

Module credits 5.00

Programmes
[MBA Full-time](#)
[MBA Modular](#)
[MBA Part-time](#)

Contact time 12 contact hours per 3 week cycle



Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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

Corporate governance 853 (GIB 853)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Corporate strategy 854 (GIB 854)

Qualification Postgraduate

Module credits 9.00

Programmes [MBA Full-time](#)
[MBA Modular](#)
[MBA Part-time](#)

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S



Period of presentation Semester 1

Module content

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

Customer centric strategy 855 (GIB 855)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Multinational enterprise business strategy 856 (GIB 856)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2



Module content

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

Applied decision making 860 (GIB 860)

Qualification Postgraduate

Module credits 9.00

Programmes [MBA Full-time](#)
[MBA Modular](#)
[MBA Part-time](#)

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

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.

Global business strategy 861 (GIB 861)

Qualification Postgraduate

Module credits 0.00

Programmes [MBA Full-time](#)
[MBA Modular](#)
[MBA Part-time](#)

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

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.



Contemporary issues in personal effectiveness 883 (GIB 883)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

Module content

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

Global business strategy 887 (GIB 887)

Qualification	Postgraduate
Module credits	9.00
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

Value chain management 889 (GIB 889)

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

Module content

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



Thesis: PhD 900 (GIB 900)

Qualification	Postgraduate
Module credits	360.00
Programmes	PhD
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Year

Module content

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

Operations management 780 (GIC 780)

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

Module content

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

Integrating structures and processes 781 (GIC 781)

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



Module content

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

Ethics and sustainability 785 (GIC 785)

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

Module content

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

Entrepreneurship 786 (GIC 786)

Qualification	Postgraduate
Module credits	10.00
Programmes	PGDip Business Administration
Prerequisites	No prerequisites.
Contact time	24 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2



Module content

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

Digital marketing 802 (GIC 802)

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

Module content

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

Contemporary issues in organisational behaviour 803 (GIC 803)

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

Module content

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

The lean start-up 806 (GIC 806)

Qualification	Postgraduate
Module credits	12.00



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

Module content

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

Services marketing 807 (GIC 807)

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

Module content

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

Marketing metrics 808 (GIC 808)

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



Module content

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

Doing business in India 810 (GIC 810)

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

Module content

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

Leading through storytelling 811 (GIC 811)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

The moral leader 814 (GIC 814)

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



Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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

Strategy and context 815 (GIC 815)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

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

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Advanced manufacturing - Supply chain management 820 (GIC 820)

Qualification Postgraduate

Module credits 12.00



Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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

African industrialisation 821 (GIC 821)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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

Industrial and trade policy in support of industrialisation 822 (GIC 822)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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



Manufacturing and the environment 823 (GIC 823)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

Module content

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

The future of manufacturing - Quo Vadis 824 (GIC 824)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

Module content

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

Supply chain and logistics 802 (GID 802)

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



Module content

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

Contemporary issues in sustainability 804 (GID 804)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

Module content

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

Contemporary issues in African management 806 (GID 806)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

Module content

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

Sustainable business 807 (GID 807)

Qualification	Postgraduate
Module credits	12.00
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English



Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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

International elective 808 (GID 808)

Qualification Postgraduate

Module credits 12.00

Prerequisites No prerequisites.

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

Available from the relevant international institution.

International elective 809 (GID 809)

Qualification Postgraduate

Module credits 12.00

Prerequisites No prerequisites.

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

Available from the relevant international institution.

International elective 810 (GID 810)

Qualification Postgraduate

Module credits 12.00

Prerequisites No prerequisites.

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

Available from the relevant international institution.



International elective 811 (GID 811)

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

Module content

Available from the relevant international institution.

International elective 812 (GID 812)

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

Module content

Available from the relevant international institution.

Dealing with change and change immunity 818 (GID 818)

Qualification	Postgraduate
Module credits	9.00
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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



Global economic governance and business diplomacy 819 (GID 819)

Qualification	Postgraduate
Module credits	12.00
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Personal leadership development 820 (GID 820)

Qualification	Postgraduate
Module credits	9.00
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Sales leadership 821 (GID 821)

Qualification	Postgraduate
Module credits	12.00
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English



Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Leadership and corporate accountability 843 (GID 843)

Qualification Postgraduate

Module credits 9.00

Programmes [MBA Full-time](#)
[MBA Modular](#)
[MBA Part-time](#)

Contact time 24 Hours

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Innovation and design 844 (GID 844)

Qualification Postgraduate

Module credits 5.00

Programmes [MBA Full-time](#)
[MBA Modular](#)
[MBA Part-time](#)

Contact time 12 contact hours

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2



Module content

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

Dynamics of competitiveness 845 (GID 845)

Qualification Postgraduate

Module credits 9.00

Programmes [MBA Full-time](#)
[MBA Modular](#)
[MBA Part-time](#)

Contact time 24 Hours

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Environment of business 846 (GID 846)

Qualification Postgraduate

Module credits 9.00

Programmes [MBA Full-time](#)
[MBA Modular](#)
[MBA Part-time](#)

Contact time 24 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2



Module content

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

Personal leadership development 850 (GID 850)

Qualification Postgraduate

Module credits 12.00

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Advanced entrepreneurship 851 (GID 851)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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

Strategic renewal 852 (GID 852)



Qualification	Postgraduate
Module credits	12.00
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Sales and business development 853 (GID 853)

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Strategic leadership and decision-making 854 (GID 854)

Qualification	Postgraduate
Module credits	12.00
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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



Business valuations and deal structures 856 (GID 856)

Qualification	Postgraduate
Module credits	12.00
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Corporate entrepreneurship and innovation 857 (GID 857)

Qualification	Postgraduate
Module credits	12.00
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Dealing with change and change immunity 858 (GID 858)

Qualification	Postgraduate
Module credits	12.00
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2



Module content

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

Developing markets 879 (GID 879)

Qualification Postgraduate

Module credits 12.00

Prerequisites No prerequisites.

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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

International elective 880 (GID 880)

Qualification Postgraduate

Module credits 12.00

Prerequisites No prerequisites.

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

Information is available from the relevant international institution.

Mergers and acquisitions 882 (GID 882)

Qualification Postgraduate

Module credits 9.00

Prerequisites No prerequisites.

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1



General management in dynamic markets 884 (GID 884)

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

Module content

Dynamic markets encompass a broad range of countries that exhibit exciting economic growth prospects, have undergone significant political, social and cultural change and show encouraging signs of innovation along with policy and institutional developments to address the voids and complexities prevalent in these markets. Despite some progress, these fast growing markets tend to defy the norm of doing business.

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

Contemporary issues in entrepreneurship 885 (GID 885)

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

Module content

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

Contemporary issues in research 886 (GID 886)

Qualification	Postgraduate
Module credits	12.00



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

Module content

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

Ethics and financial reporting 889 (GID 889)

Qualification	Postgraduate
Module credits	9.00
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1

Module content

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

International elective 890 (GID 890)

Qualification	Postgraduate
Module credits	12.00
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

Available from the relevant international institution.

Strategy and execution 893 (GID 893)

Qualification	Postgraduate
----------------------	--------------



Module credits	12.00
Prerequisites	No prerequisites.
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Managing in frontier and emerging markets 898 (GID 898)

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

Module content

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

Financial accounting 780 (GIE 780)

Qualification	Postgraduate
Module credits	10.00
Programmes	PGDip General Management
Prerequisites	No prerequisites.
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2



Module content

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

Microeconomics: Prices and markets 781 (GIE 781)

Qualification	Postgraduate
Module credits	10.00
Programmes	PGDip General Management
Prerequisites	No prerequisites.
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Human resources strategy 782 (GIE 782)

Qualification	Postgraduate
Module credits	10.00
Programmes	PGDip General Management



Prerequisites	No prerequisites.
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

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.

Human behaviour and performance in South Africa 783 (GIE 783)

Qualification	Postgraduate
Module credits	10.00
Programmes	PGDip General Management
Prerequisites	No prerequisites.
Contact time	Twenty four hours
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Marketing 784 (GIE 784)

Qualification	Postgraduate
Module credits	10.00
Programmes	PGDip General Management
Prerequisites	No prerequisites.
Contact time	Twenty four hours



Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Macroeconomics: National competitiveness 785 (GIE 785)

Qualification Postgraduate

Module credits 10.00

Programmes [PGDip General Management](#)

Prerequisites No prerequisites.

Contact time Twenty four hours

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Operations management 786 (GIE 786)

Qualification Postgraduate

Module credits 10.00



Programmes PGDip General Management

Prerequisites No prerequisites.

Contact time Twenty four hours

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

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.

Introduction to research methodology 787 (GIE 787)

Qualification Postgraduate

Module credits 10.00

Programmes PGDip General Management

Contact time Twenty four hours

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Microeconomics: Prices and markets 801 (GIE 801)

Qualification Postgraduate

Module credits 9.00

Prerequisites No prerequisites.

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2



Module content

In this module students will be introduced to micro-economic theory and its application to real business situations. The aim of the course is to establish a rigorous appreciation for the main drivers of any business and to show how different variables will impact the company bottom line.

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

Financial accounting 803 (GIE 803)

Qualification	Postgraduate
Module credits	9.00
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Management accounting 804 (GIE 804)

Qualification	Postgraduate
Module credits	9.00
Prerequisites	No prerequisites.
Contact time	24 contact hours per semester



Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

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.

Human behaviour and performance in South Africa 805 (GIE 805)

Qualification Postgraduate

Module credits 9.00

Prerequisites No prerequisites.

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Marketing 806 (GIE 806)

Qualification Postgraduate

Module credits 9.00

Prerequisites No prerequisites.

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2



Module content

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

Macroeconomics: National competitiveness 807 (GIE 807)

Qualification	Postgraduate
Module credits	9.00
Prerequisites	No prerequisites.
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

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

Entrepreneurship 1: Process, creativity and innovation 810 (GIE 810)

Qualification	Postgraduate
Module credits	9.00
Prerequisites	No prerequisites.
Contact time	24 contact hours per semester
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S



Period of presentation Semester 1 or Semester 2

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 an entrepreneur. 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.

Operations management (1) 811 (GIE 811)

Qualification Postgraduate

Module credits 9.00

Prerequisites No prerequisites.

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

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.

Business finance 813 (GIE 813)

Qualification Postgraduate

Module credits 9.00

Prerequisites No prerequisites.

Language of tuition Module is presented in English



Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

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.

Human resources strategy 814 (GIE 814)

Qualification Postgraduate

Module credits 9.00

Prerequisites No prerequisites.

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

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.

Entrepreneurship 2: Business plan development 816 (GIE 816)

Qualification Postgraduate

Module credits 9.00

Prerequisites No prerequisites.

Contact time 24 contact hours per semester

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S



Period of presentation Semester 1

Module content

In this course students will integrate the learning from all the other modules 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 module, 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.

Contemporary issues in marketing 817 (GIE 817)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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

Contemporary issues in human resources 818 (GIE 818)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2



Module content

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

Organisational development and transformation 824 (GIE 824)

Qualification Postgraduate

Module credits 4.50

Prerequisites No prerequisites.

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

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.

Information and knowledge management 825 (GIE 825)

Qualification Postgraduate

Module credits 4.50

Prerequisites No prerequisites.

Contact time 12 contact hours per semester

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2



Module content

The objective of this course is to introduce the value and role information have 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.

Corporate finance 826 (GIE 826)

Qualification Postgraduate

Module credits 9.00

Prerequisites No prerequisites.

Contact time 24 contact hours per semester

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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

Introduction to research methodology 828 (GIE 828)

Qualification Postgraduate

Module credits 0.00

Contact time Four hours

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

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



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

Qualification	Postgraduate
Module credits	12.00
Contact time	28 contact hours per 3 week cycle
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1

Module content

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

Corporate finance 850 (GIE 850)

Qualification	Postgraduate
Module credits	9.00
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

Module content

Corporate Finance encompasses what every general manager should know about finance. Its purpose is to provide an introduction to financial management that blends relevant theory with practical application. This module will equip you to participate fully and creatively in the resolution of many financial issues facing your organisation. The module 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.

Analytical tools and techniques 852 (GIE 852)

Qualification	Postgraduate
Module credits	9.00
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2



Module content

In this module 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.

Management accounting 853 (GIE 853)

Qualification	Postgraduate
Module credits	9.00
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 2

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.

Operations management (2) 854 (GIE 854)

Qualification	Postgraduate
Module credits	9.00
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1



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.

Research methodology 855 (GIE 855)

Qualification Postgraduate

Module credits 9.00

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1

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.

Strategy 856 (GIE 856)

Qualification Postgraduate

Module credits 9.00

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1



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.

Leadership 857 (GIE 857)

Qualification	Postgraduate
Module credits	9.00
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

In this course students will be introduced to models and principles of leadership. They will examine case studies where entrepreneurs have effectively and ineffectively utilised leadership principles in launching and growing a new business. Students will be required to critically evaluate their own leadership competencies and they will put processes and plans in place to play to their strengths and develop their weaknesses or find ways of overcoming their weaknesses. At the conclusion of this course, students should feel reasonably confident that they can lead a new growing organisation.

Integrated business research project 858 (GIE 858)

Qualification	Postgraduate
Module credits	60.00
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1

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.

Organisational development and transformation 859 (GIE 859)

Qualification	Postgraduate
----------------------	--------------



Module credits	4.50
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

The primary purpose of this module 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.

General management in dynamic markets 860 (GIE 860)

Qualification	Postgraduate
Module credits	9.00
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S
Period of presentation	Semester 1 or Semester 2

Module content

Dynamic markets encompass a broad range of countries that exhibit exciting economic growth prospects, have undergone significant political, social and cultural change and show encouraging signs of innovation along with policy and institutional developments to address the voids and complexities prevalent in these markets. Despite some progress, these fast growing markets tend to defy the norm of doing business. In this integrative module 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 module 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.

Entrepreneurship 1: Process, creativity and innovation 861 (GIE 861)

Qualification	Postgraduate
Module credits	9.00
Language of tuition	Module is presented in English
Academic organisation	Gordon Institute of Business S



Period of presentation Semester 1 or Semester 2

Module content

In this module 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 module 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 module will introduce students to various frameworks for new venture creation so that they can understand and appreciate how the other MBA modules 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.

Business finance 862 (GIE 862)

Qualification Postgraduate

Module credits 9.00

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2

Module content

In this module students will be introduced to the principles of finance that are relevant for a startup venture. The module 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 module will introduce students to the principles and practices of valuing young companies. The first part of the module 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 module 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 module 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.

Entrepreneurship 2: Business plan development 863 (GIE 863)

Qualification Postgraduate

Module credits 9.00

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1



Module content

In this module students will integrate the learning from all the other modules in the development of a business plan. The module 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 module, 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.

Contemporary issues in supply chain management 880 (GIE 880)

Qualification Postgraduate

Module credits 12.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 2

Module content

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

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

Qualification Postgraduate

Module credits 9.00

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

Period of presentation Semester 1 or Semester 2



Module content

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

Business analysis and research methodology 881 (GNM 881)

Qualification Postgraduate

Module credits 9.00

Programmes [MBA Full-time](#)
[MBA Modular](#)
[MBA Part-time](#)

Contact time 28 contact hours per 3 week cycle

Language of tuition Module is presented in English

Academic organisation Gordon Institute of Business S

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.