



GORDON INSTITUTE
OF BUSINESS SCIENCE

2013



www.gibs.co.za

Full-time MBA

MASTER OF BUSINESS ADMINISTRATION



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA
Denkeleers • Leading Minds • Dikgopolo tša Dihlotse



Association of African
Business Schools



WELCOME

There is widespread agreement that South Africa's success, in common with other dynamic markets – those emerging markets that evidence rapid growth and innovative business models – depends on economic growth. We believe that South Africa has two particular needs for economic growth which cannot be ignored: an availability of both general managers, and entrepreneurs who will help transform South Africa's economic landscape to help create a sustainable, competitive nation. The GIBS full-time MBA programme with dual general management and entrepreneurship tracks is intended to contribute to the growth of both general managers and entrepreneurs.

As the world becomes increasingly complex and fast moving, our full-time MBA seeks to produce well-rounded managers as well as entrepreneurs who can operate in any developed or dynamic market contexts. The full-time MBA offers students a business-oriented MBA, focused on developing general managers within corporates or the creation of owner-managed businesses with particular exposure to the realities of growing or starting new ventures in a complex economic, social and political landscape.

Our general management track is a generalist degree with some specialisation possible at the stage of electives and the research report. The entrepreneurship track is specialist in the sense of being intended for entrepreneurs but is not specialist in the sense of focusing on a single business discipline or function. The focus on general management in dynamic markets is therefore maintained on both MBA tracks with the core of the programme covering all the major disciplines of management.

If you are a high-calibre graduate with the energy, leadership ability, potential, maturity and drive to make a meaningful contribution to the world of business in South Africa, Africa and the world, then the GIBS full-time MBA is the right degree for you.



Professor Nick Binedell
Dean, Gordon Institute of Business Science



WHY CHOOSE THE GIBS FULL-TIME MBA?

The dual track full-time MBA is an attractive and unique MBA offering that resonates with those individuals who are either self-driven, highly motivated and entrepreneurially minded, and who are keen to start their own business, or the corporate manager who is looking to gain a deeper and all-rounded understanding of general management to become a more effective manager.

The GIBS full-time MBA will help you to develop yourself and your plan to run your owner-managed business, or to acquire an all-rounded knowledge of business to become a more effective manager in your business.

The full-time MBA immerses both entrepreneurs and managers in a focused curriculum to equip you with:

- Management fundamentals;
- A diverse network;
- The ability to operate analytically and innovatively in an increasingly complex and competitive environment; and
- Exposure to global experiences.

Whether you choose to pursue the entrepreneurship track or general management track, you will need to have a solid grounding in business and management fundamentals. Therefore, you will undertake the first three modules as one cohort before you choose to follow one of the two tracks from module four.

Our general management track students will also:

- Gain a rich, integrative learning experience;
- Have the opportunity to develop business skills that you then integrate and apply in a number of general management in dynamic markets settings;
- Be exposed to many successful South African industry experts;
- Be given the opportunity to analyse and learn from a broad range of local and international business case studies;
- Create opportunities for internships with South African and international business; and
- Learn a great deal about yourself by examining your own strengths, weaknesses and personal preferences to develop a high level of self-awareness.

Entrepreneurship track students have the opportunity to build and develop the disciplinary business skills gained in the first three modules and integrate and apply these skills in an entrepreneurial setting, which we hope will put each of our graduates on the fast-track to fulfilling their entrepreneurial ambitions.

Covering every aspect an entrepreneur needs to create a sustainable business, the entrepreneurship track enables you to integrate different skills, disciplines and perspectives to identify a new business opportunity and then to launch and grow your venture.

Our entrepreneurship track students will also:

- Gain a rich, integrative entrepreneurial learning experience;
- Have the opportunity to develop business skills that you then integrate and apply in a number of entrepreneurial settings;
- Be exposed to many successful South African entrepreneurs;
- Be given the opportunity to analyse and learn from a broad range of business case studies highlighting both successful and failed business creation efforts;
- Learn a great deal about yourself by examining your own strengths, weaknesses and personal preferences to develop a high level of self-awareness; and
- Work on a business plan from the fourth module for presentation to a panel of venture capitalists and high-impact entrepreneurs.

The full-time MBA is an investment in your future. It offers the knowledge, experiences and relationships that are necessary to create a sustainable business or grow a business unit in a corporate environment. Irrespective of the track you choose to follow, you will gain an incomparable support system through our professional staff, faculty, career service office and mentoring relationships.

This full-time MBA programme will prepare you to run and grow an owner-managed business or company in conditions of uncertainty, high complexity, vibrant competition and challenges that may differ from those of stable markets.

WHO SHOULD APPLY?

www.gibs.co.za/ftmba/admission

At GIBS we have a rigorous selection procedure to admit the best possible class from the large applicant pool and to ensure that our students are likely to succeed. In order to qualify for the full-time MBA, the following criteria must be met:

- A minimum of a degree or equivalent qualification;
- Submission of a mini business plan if you choose to follow the Entrepreneurship track;
- A minimum of three years' work experience;
- Leadership potential (your experience in an entrepreneurial venture or corporate environment, letters of reference and application essays should all reveal that you can assume a leadership role in the world of work);
- Good English language skills to actively participate in academic debate;
- A minimum of Matriculation certificate-level competence in Mathematics;
- Competence in the use of a scientific or financial calculator;
- Competence in MS Word, Excel, PowerPoint and a web browser;
- Postgraduate level of intellectual ability (as assessed via the GIBS Entrance Test or the Graduate Management Admission Test (GMAT));
- Not in full-time employment for the duration of the full-time MBA; and
- A high level of passion, energy and ambition to launch and grow a new venture, or display a high level of passion, energy and ambition to grow your management practice.

Please note:

GIBS is committed to welcoming and assisting international students. International students share a substantial background of international work, travel and education experience that enriches and complements the global nature of the MBA programme. All international students must submit copies of their study and work permits. Students from non-English speaking countries must demonstrate their English language proficiency by supplying PTE Academic (Pearson Test of English Academic) scores. See <http://www.pearsonpte.com/testme/Pages/TestMe.aspx> for more information.





HOW TO APPLY

www.gibs.co.za/ftmba/application

Applications for the full-time MBA open on 15 May 2012. Application forms can be found online at www.gibs.co.za/ftmba/application.

In order to be considered by the Selection Committee, your application form, the non-refundable application fee of R2 500*, application essays, business plan (in the case of entrepreneurship track applicants), entrance test results (either the GIBS Entrance Test or GMAT), official academic transcripts and referees' reports must reach GIBS by no later than 17:00 on the **closing date of 12 November 2012**.

For the 2013 full-time MBA programme only online electronic applications will be considered. Emailed, faxed or posted applications will not be accepted.

GIBS processes applications for admissions on a continuous basis in order of receipt. Once the class is full, qualifying applicants will be placed on a waiting list for the next intake of students. If you have been offered a place on the full-time MBA programme which you do not wish to accept, kindly inform us in writing.

For more information on the GIBS Entrance Test and the GMAT or to book for a test date, please go to www.gibs.co.za/ftmba/test. Reference forms are available at www.gibs.co.za/ftmba/reference.

If you choose to write the GMAT please reference the GIBS Centre number 6MF in order for your scores to be sent directly to our Admissions Office.

** Applicants who submit GMAT scores and do not write the GIBS Entrance Test may deduct R500 from the application fee.*

THE FULL-TIME MBA CURRICULUM AND STRUCTURE

www.gibs.co.za/ftmba/curriculum

The AMBA accredited full-time MBA offers current and future entrepreneurs and corporate managers the opportunity to build a skills base that will radically increase their chances of success. The programme immerses students in a focused curriculum that equips them with business fundamentals, provides a diverse network and gives them the ability to operate thoughtfully in a demanding and competitive environment.

The programme comprises five modules which cover every aspect of business and leadership that an entrepreneur or general manager needs to understand in order to create a sustainable business; specifically: financial literacy, marketing, managing operations, attracting and leading talented people, and building an organisation.

From 2013 MBA students will be able to access online interactive learning material covering the fundamentals of selected courses from the GIBS website.

The following compulsory courses will form part of the full-time MBA curriculum:

- Microeconomics: Prices and Markets
- Human Behaviour and Performance in SA
- Analytical Tools and Techniques
- Financial Accounting
- Macroeconomics: National Competitiveness
- Marketing
- Management Accounting
- Operations Management 1
- Operations Management 2
- Human Resource Strategy
- Research Methodology
- Strategy
- Leadership
- Global Business Strategy

General management track only:

- Corporate Finance
- General Management in Dynamic Markets
- Organisational Development and Transformation (half course)
- Information and Knowledge Management (half course)

Entrepreneurship track only:

- Business Finance
- Entrepreneurship 1: Process, Creativity and Innovation
- Entrepreneurship 2: Business Plan Development

In addition to the set core curriculum, students choose five electives, customising the programme to suit their particular entrepreneurial or general management ambitions.

In order to ensure that students gain exposure to global markets, contexts and societies in developed and dynamic markets, students will be required to participate in one of three global experiences:

- 10-day global module (with the modular and part-time MBA cohorts);
- International electives exchange programmes; or
- Dynamic markets in SADC elective.



FULL-TIME MBA CURRICULUM		
MODULE 1	MODULE 2	MODULE 3
1. Human Behaviour and Performance in South Africa	5. Operations Management 1	9. Operations Management 2
2. Analytical Tools and Techniques	6. Financial Accounting	10. Management Accounting
3. Microeconomics: Prices and Markets	7. Human Resource Strategy	11. Research Methodology
4. Marketing	8. Macroeconomics: National Competitiveness	12. Strategy
MODULE 4		
13. Leadership		
GENERAL MANAGEMENT	ENTREPRENEURSHIP	
14. Corporate Finance	14. Business Finance	
15. General Management in Dynamic Markets	15. Entrepreneurship 1: Process, Creativity and Innovation	
16. Organisational Development and Transformation (half course) Information and Knowledge Management (half course)	16. Entrepreneurship 2: Business Plan Development	
MODULE 5		
Five electives		
17. Global Business Strategy		
International experience (either the global module or Africa elective or international elective exchange programme)		
Integrative Business Research Project		

Personal Leadership Development: GIBS alumni often comment that their MBA experience was so much more than an intellectual journey; they became more effective leaders through personal change and growth. As a result, the GIBS MBA curriculum includes a leadership assessment and development (LEAD) workshop held over two days in late 2012.

All accepted MBA students are required to attend the two-day workshop prior to commencing the MBA in 2013. Both days start at 08:00 and end at 17:30 and take place at the GIBS campus. Students are allocated to a group which they are required to attend. Drawing on a range of self-assessment and feedback processes you will identify your strengths and leadership style and create a learning contract to focus on your development goals throughout the MBA.

There will be opportunities to revisit this midway through the first year and at the end of the programme to consolidate feedback from your syndicate members and carry your self-insight, leadership strengths and skills portfolio into your future career. You can begin the process now by visiting our online career mentor at www.next.gibs.co.za.

Genesis: This four-day module introduces the GIBS MBA and orientates it in the context of South Africa, Africa and the world and builds on the compulsory LEAD module that all GIBS MBA students are required to complete.

Specifically, these modules provide you with the opportunity to engage and interact with your classmates, GIBS faculty and invited guest speakers around the experiences and issues that contribute to the value of your GIBS MBA. This module has been broken down into topic areas that highlight different aspects of the GIBS MBA. Genesis takes place prior to your first module and runs over four full days, from 08:00 until 17:30 daily.

Business Analysis and Communication Skills (BAC): BAC, which addresses the effective communication and writing skills that are required on an MBA level, also takes place prior to your first module and extends over two full days, from 08:00 until 17:30. Students are taught about case study analysis and how to put your thoughts down on paper. This part of your MBA is accessed throughout your studies and a mark for this course will reflect on the official academic transcript at the end of your studies.

Electives: Once all core subjects are completed the full-time, part-time and modular groups merge to attend five electives of their choice (subject to availability). Elective classes are usually held over four full days for all MBA students. More information on the elective choices will be given at the end of year one of your studies.

FACULTY

The full-time MBA programme faculty comprises both full-time GIBS faculty members, as well as adjunct faculty members who are successful entrepreneurs or practitioners in their chosen fields. The experienced group of faculty members are specifically chosen to present a mixture of theory, case studies and practical content in their subject areas.



Shireen Chengadu
Executive Director:
Academic Programmes



Jonathan Cook
Director: GIBS
Human Behaviour
and Performance in
South Africa



Dr Alex Antonites
Entrepreneurship 1:
Process, Creativity
and Innovation



Prof Adrian Saville
Macroeconomics:
National
Competitiveness



Michael Goldman
Marketing



Kerry Chipp
Research
Methodology



Graham Geldenhuys
Entrepreneurship 2:
Business Plan
Development



Dr Thabo Mosala
Strategy



Prof Steve Bluen
Human Resource
Strategy



Dr Lyal White
General Management
in Dynamic Markets



THE FULL-TIME MBA TUITION FEE

www.gibs.co.za/ftmba/fees

A non-refundable application fee of R2 500 is payable upon submission of your application.

The tuition fee for the 2013 full-time MBA programme is R172 000. Should you choose to participate in the global module, the fee is US\$5 500*. Separate costs apply for the international electives exchange programmes and the dynamic markets in SADC elective.

Should your application be successful, R3 000 will be payable upon acceptance to the full-time MBA programme. This amount is non-refundable and will be offset against the cost of tuition in your first year.

R135 200 will be payable in February 2013, with the balance of R33 800 due in June 2013. The fee for the global module will be payable in August 2013.

These fees include all textbooks, study material, tuition and meals, as well as travel, accommodation and all meals on the compulsory global module.

Please note that GIBS does not charge VAT on tuition fees.

** This amount will be invoiced at the equivalent rand amount based on the prevailing exchange rate at the time of the global module.*



PRACTICAL TIPS FROM PREVIOUS STUDENTS

Prospective applicants are advised to consider the following practical tips from past students with regards to the full-time MBA programme.

- The GIBS MBA is intense and its standards uncompromising. It requires total focus, determination, motivation and commitment – but it is well worth it!
- One of the big challenges is finding a balance between family and work life, and your life at GIBS. Ensure that you have the full support of your family and employer, and that they understand the journey you are about to undertake.
- Do not underestimate the power of peer interaction. Listen to other students' input; it enhances your understanding.
- The MBA experience is just as much about the class discussion and the interaction with fellow students as it is about the theory so make sure you actively participate.
- The MBA is a marathon, not a sprint. Pace yourself and work consistently and continuously.
- If you intend to continue to run an existing entrepreneurial business over the course of the full-time MBA programme, you should seriously consider making plans to remove yourself from any day-to-day management functions in order to devote your full attention to the programme.
- Leverage the skills of your syndicate members and trust each other. Never bend the rules relating to deliverables. Your syndicate members have the potential to become your greatest friends and vice versa.
- Use the MBA as an opportunity to build relationships and networks.

TESTIMONIALS



Name: Dennis Mathibe

Job title: Director

Company: Aseda Consulting Engineers

Previous qualifications: BSc Eng (Civil), M.Eng (Project Management)

“After 10 years as a practicing engineer and project manager in the construction sector, the time had come to enhance my knowledge and increase my skills in areas that were underdeveloped. As with most industries, in the built industry you either become a generalist or specialist, the latter being highly sensitive to cyclical sectors such as the construction sector. With the industry sliding into decline, there was no better time to upskill and form new networks.

The MBA is known to be a platform that encourages continuous learning and offers opportunities to expand one's body of knowledge. This programme at GIBS exceeded expectation. GIBS is known for being the strongest and most relevant business school in the business community; the school had been steadily increasing in stature and hosted some of the most dynamic lecturers and programmes.

The full-time Entrepreneurship MBA was the fast-paced and intensive programme that I was looking for. It provided a rich and integrated entrepreneurial learning experience with valuable and practical business insights specific to your area of business interest. If you are motivated and highly driven, then you cannot look any further.

When they say the Entrepreneurship MBA programme is a marathon and not a sprint, believe them – it is. Twenty core modules in six months and 16 hours as the average work day can humble even the toughest of the lot, so pace yourself. You will be highly challenged across many levels, be it by differing opinions or personalities.

The MBA insights and knowledge are like a rich repository of knowledge, you never have to look far for the answer and the tools are readily available.

The journey at GIBS was worth every effort, the network immeasurable and priceless.

My advice for prospective MBA students – go ahead, challenge yourself. It is said that pure carbon crystallizes under immense heat and pressure to form a diamond. Start your journey of a thousand miles ... take the first step.”

Full name: Siân Adams

Job title: Solar PV Consultant

Company: The Power Company

Previous qualifications: BCom Accounting, BCom Accounting Honours

"I completed my accounting articles in the banking sector, during which I was exposed to private equity, direct investments, specialised finance and private banking. I specialise in financial models and business strategy and planning.

Over the past three years, my focus has shifted to the renewable energy sector, I started a business in solar photovoltaic's, which sources and installs solar installations for corporate institutions requiring a lower power usage from the main electrical grid. I also provide consulting services for other institutions to evaluate investments and manage the RFP process for solar projects.

I wanted to further my business development skills; I lacked marketing and entrepreneurial management skills. There was a gap in my knowledge base with regard to running a profitable business which could be sustainable and have a unique value proposition which would stand up to incoming competitors. I felt the MBA would expose me to subjects that would challenge my current thinking and avail me of a new set of skills and contacts.

GIBS offered a unique full-time Entrepreneurship MBA programme which suited my needs perfectly as I was a new business owner looking to grow my business to the next level.

The most valuable skill I gained was the knowledge of how to develop a business plan; each course was an integral part of teaching me how to structure my business and how to present it to outside investors to get maximum interest from an investor. Winning an investor's confidence is one of the most difficult tasks and the programme showed me the importance of understanding my market, the importance of offering an opportunity which is unique and difficult to mimic, and how to present my business in the most effective manner.

Time management and procrastination were two of my most challenging aspects. I was running my business while doing my full-time MBA. It is vitally important that you have someone to take over your role in management in the business while you are studying. You can make decisions but the day-to-day operations need to be handled by someone other than yourself. When you receive a project or an assignment, do it within the week that you receive it, read everything even if it is after the lesson as there are vital lessons in each reading.

My advice to prospective MBA students is: don't have regrets, you have one shot at the MBA, work extremely hard and gain as much knowledge as possible. Set your goals, mine were to improve my management skills and to learn how to develop a sustainable business which would attract investors. Be clear about what you want and don't get caught up in other people's goals."

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THE GIBS CAMPUS

The University of Pretoria's Gordon Institute of Business Science (GIBS), established in 2000, is an internationally accredited business school, based in Illovo, Sandton, South Africa's economic hub.

Our purpose-built facilities have been designed with the business student in mind. From our Information Centre, to our fully equipped classrooms, syndicate rooms, restaurant and lodge, we strive to ensure that all your needs are met.

GIBS is located at **26 Melville Road, Illovo, Sandton.**

CONTACT INFORMATION

For more information please contact:

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