



**Gordon Institute
of Business Science**
University of Pretoria

MIBA

Delivered by a world-class faculty, the GIBS MBA curriculum is designed around a general management focus in dynamic markets and is aimed at developing well-rounded and effective managers. Students are afforded boundless opportunities to learn and develop, both personally and professionally.



Managing in today's complex and ever-changing business environment demands constant investment to ensure that your knowledge, skills and capabilities enable you to advance your career. Your decision to pursue an MBA is one of the most life-changing steps that you can take for your personal and career growth.

The GIBS MBA journey has been designed to broaden a graduate's business, country and world view, and to enable them to develop their skills and business acumen to assume a general management role that requires them to lead a division or entire organisation.

Interactions with our MBA students suggest that there are three main drivers behind students choosing to pursue an MBA: career acceleration, career migration and career switching.

Students motivated by career acceleration are looking to fast track their ascent up the corporate ladder. Career migrators know they would like to shift their careers, but need an MBA to help them decide where they want to go, while career switchers have made a choice to use their MBAs to make a dramatic shift in their careers. They are often individuals who have decided to start their own business, or professionals such as engineers who want to shift their focus to general management.

The GIBS MBA has been designed to accommodate these three streams and to provide students with both an immediate competitive edge in the short-term application of relevant knowledge, while also focusing on enabling them to build long-term strategic value for their career.

By pursuing a GIBS MBA you will be exposed to a curriculum that is tailored to give you an understanding of how to run a business in the context of a dynamic market. With growth and innovation shifting to the dynamic, but complex, markets of the east and the south, fresh challenges and opportunities arise for individuals, businesses and governments that seek to enhance their competitive performance and run better organisations.

Research with our alumni and employers indicates that the value of a GIBS MBA extends far beyond the technical knowledge and skills that students gain about general management. Our students report increased levels of confidence to operate across all areas of their businesses, enhanced critical thinking and decision-making skills, higher levels of self-insight and productivity, and improved interpersonal skills. Our alumni frequently state that their GIBS MBA has also heightened their understanding of the complexities of the business environment and the need to manage demands from multiple stakeholders ethically and responsibly.

Choosing an MBA is as much about researching and choosing the most suitable school to meet your needs as it is about the school accepting your application. I encourage you to take time to research this important decision and visit schools to determine which MBA will be best for you.

We look forward to meeting you at GIBS and wish you every success on your journey.

A handwritten signature in black ink, appearing to read 'N Kleyn'.

Professor Nicola Kleyn
Dean, Gordon Institute of Business Science



“... the GIBS MBA gives you a competitive edge in the short-term application of relevant knowledge, which has long-term strategic value for your career ...”

GIBS is an internationally-accredited business school based in Johannesburg, South Africa's economic hub. With a purpose-built campus, interactive relationships with South African business and highly qualified local and international faculty who work closely with business, the GIBS MBA affords you the opportunity to engage in exceptional learning processes. The GIBS MBA focuses on a general management track with an emphasis on dynamic markets and decision-making, and offers the most relevant curriculum that is designed in close consultation with business.

Through a potent mix of classroom lectures, case studies, business simulations, company visits and syndicate group projects (working/learning groups within a class context), as well as relevant exposure to the best practices of South African and global leadership, the GIBS MBA gives you a competitive edge in the short-term application of relevant knowledge, which has long-term strategic value for your career.

At GIBS, we believe that who is in the room with you is as important as what is being taught. The GIBS MBA candidates are screened very carefully to ascertain what they can bring to the classroom in terms of experience and insight. The majority of your learning happens from your fellow students in the classroom and we make sure each class comprises a diverse range of experience and is representative of the diversity present in South Africa. Networks built during and after your two years on campus will prove to be invaluable on a personal and professional level. Interaction with your fellow students and, more specifically, your syndicate group is priceless.

At GIBS we are firmly committed to the face-to-face tuition model for all of our MBA programmes. With the right preparation, it is this interaction between faculty, business leaders and students that makes the GIBS MBA so impactful.

Our MBA curriculum creates an opportunity for students to become well-rounded and effective managers by exploring the dimensions of strategy, the business environment, functional areas of business and decision-making techniques. At the same time, students will gain a fuller understanding of the foundations for leadership and for business, business integration and global management.



“... the GIBS MBA was ranked 80th amongst the top 100 business schools globally in the prestigious *Financial Times* Executive MBA Rankings 2014.”

A good business school recognises shifting dynamics within the industry and accommodates them in its curriculum. With a focus on enhancing competitiveness in dynamic markets, the compulsory global module is a distinctive element of the GIBS MBA programme. GIBS offers the widest choice of global electives to pursue. Potential destinations include: Istanbul and Russia, the East and West Coasts of the United States, Brazil, Chile, China, Vietnam, Singapore, Japan, India and Nigeria.

Consistently rated as one of the top business schools in South Africa, in October 2014 the GIBS MBA was ranked 80th amongst the top 100 business schools globally in the prestigious *Financial Times* Executive MBA Rankings 2014 – the only business school in Africa to appear in these rankings. The recognition of our executive MBA demonstrates that GIBS’ academic offering and quality is amongst the best in the world and strengthens our efforts to be the leading business school in South Africa.

International rankings and accreditation include the Association of MBAs (AMBA) and The Academy of Business in Society (EABIS), which ensure global recognition. GIBS is also a member of the European Foundation for Management Development (EFMD), Association of African Business Schools (AABS) and South African Business Schools Association (SABSA). The business school is also accredited and registered with the Council on Higher Education (CHE) and the South African Qualifications Authority (SAQA).



“... LEARN CORE BUSINESS SKILLS THAT ARE NEEDED IN A COMPETITIVE ENVIRONMENT...”

“When I began my journey into the MBA at GIBS, I had an idea of what to expect but nothing prepared me for the journey I would actually experience. This journey was a mixture of challenging times, great fun and plenty of late night syndicate assignment submissions.

Being a chemical engineer, the MBA was great in that it broadened my perspectives profoundly by introducing me to other fundamental business concepts used in economics, marketing, finance, ethics and many more. The strategic and global focus of the programme was a key component for my career growth. This enhanced my understanding and responsiveness to the rapidly changing global environment which is what I required to take my career to the next level.

The programme also provided me with the opportunity to learn core business skills that are needed in a competitive environment, from faculty members with strong academic and industry credentials, who are leading thinkers and lecturers in their field.

However, the MBA programme offered me more than just a great educational experience and change of thought process. This journey introduced me to some of the most amazing and talented people I have met and some of whom have become my life-long friends. My overall experience has been priceless and I shall strive to continuously utilise the knowledge and experience gained to make a meaningful contribution in the environment we live in and the companies I work for.”

NAME
Kubashnee Venkatraman

JOB TITLE
Head of Risk Integration, Strategy
and Enabling Functions Compliance

COMPANY
Standard Bank

PREVIOUS QUALIFICATIONS
Bachelor Degree:
Chemical Engineering,
Diploma: Project Management

Kubashnee Venkatraman



“... INTELLECTUAL DEBATES AND CUTTING EDGE PEER-REVIEWED RESEARCH ...”

“My MBA began with a lot of determination and fear of the workload, and all the fears and increased workload turned out to be true. I was soon forced to learn how to manage stakeholders around me, including family, friends, line managers at work, colleagues at work and most importantly syndicate members.

While my MBA journey was challenging, it was also a lot of fun that enabled me to build a solid business network and I am amazed at the value of that network post the MBA. The friendships that have developed from long nights of fighting with syndicate members or long nights of celebrating good exam results have earned me lifelong friendships.

The first thing I noticed after the MBA was a huge void, as a result of the abrupt ending of the two years of being challenged. Today, I miss the intellectual debates and the cutting edge peer-reviewed research.

Not limited to the following listed below, are things I am grateful for from my MBA:

- Ability to handle complexity;
- Increased business acumen;
- Increased confidence;
- A business network that is always willing to resolve business challenges;
- The power of diversity in a balanced debate; and
- The global exposure that comes with a GIBS MBA.

My advice to anyone doing the MBA is to immerse themselves in the MBA activities and tasks, make the best of the time on campus as most learning is derived from human interactions. Most of all, always make time for community development programmes and fun.”

NAME
Olebogeng Glad Dibetso

JOB TITLE
Managing Director

COMPANY
Dimension Data West Africa

PREVIOUS QUALIFICATIONS
Bachelor of Commerce (Information Systems and Economics)



Olebogeng Glad Dibetso, recipient of the AMBA MBA Student of the Year Award for 2013



MBA themes

The MBA consists of core subjects, electives, an integrative business research report and the compulsory global module/experience.

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.

GIBS offers one of the widest selections of elective courses in South Africa for you to choose from, enabling you to tailor your MBA to suit your areas of interest.

Within each one of the themes below you will have approximately 5 - 10 different choices to select from.

☑ Building Personal Effectiveness

Modules in this elective stream place significant emphasis on self-reflection and the development of skills required to lead and manage effectively.

☑ Business in Context

Effective business operation requires a deep understanding of context, particularly in dynamic markets. This stream of electives focuses on a range of different geographic and demographic contexts. Many of the modules offered in this stream emphasise experiential learning in situ.

☑ Finance

These electives have been developed for those seeking to deepen their expertise in finance. Although no prior experience of finance is necessary, proficiency in excel and a preference for quantitative courses are desirable.

☑ Innovation, Entrepreneurship and Technology

This elective stream is targeted towards students seeking to innovate both in the context of current organisations and new ventures. Students studying the full-time MBA are advised to consider selecting electives from this pool.

☑ Leadership and Culture

This elective stream explores important aspects of leadership and culture in the context of organisations.

☑ Stakeholder Focused Business

Electives in this stream focus on strengthening relationships between the organisation and its stakeholders to build a strong corporate reputation.

☑ Strategy

This cluster of electives focuses on the development and execution of strategy from a number of different perspectives.



GIBS offers the following MBA programme formats:

- 1** **Part-time MBA in General Management**
Red Group contact sessions:
 Monday and Wednesday evenings and full day Saturday.
- 2** **Part-time MBA in General Management**
Yellow Group contact sessions:
 Tuesday and Thursday evenings and full day Saturday.
- 3** **Modular block release MBA in General Management**
Green Group contact sessions:
 Full day Thursdays and/or Fridays, Saturdays and Sundays every alternate week with periods back at work.
- 4** **Long-block modular MBA in General Management**
Blue Group contact sessions:
 Ten consecutive days every alternate month with periods back at work.
- 5** **Full-time MBA, in General Management**
 Classes conducted five days per week over a three-week cycle: 08:30 – 17:30.

“... CHALLENGING AND GRUELLING BUT SIMULTANEOUSLY EXHILARATING AND REWARDING...”

“Since completing my MBA journey, I feel like I have been given a new lense with which to view the world - how my eyes have been opened and my life has been enriched. I say that with all sincerity, having only had experience in the sciences and no real management training, I found the MBA challenging and gruelling but simultaneously exhilarating and rewarding.

I learned to understand a whole new landscape and being able to have meaningful conversations about economics, human behaviour and marketing has uplifted me. I started the programme excited, hungry for knowledge and anxious about my ignorance being exposed. I left the programme charged, excited about my newly acquired understanding and with an appetite for even more knowledge.

The biggest learning was what I discovered about myself. Conversations with my classmates left me exposed, raw with emotion, passionate about my role as a future South African and global leader. I was forced to scrutinise myself, reflect on my perceptions and reconsider my strengths and weaknesses.

The MBA also taught me that one cannot achieve success without adversity. Adversity is what builds character and wisdom and is the real test of a resilient leader. I learned that being uncomfortable is exhausting and challenging but it is also the only way to grow.”

NAME

Dr Phathokuhle Zondi

JOB TITLE

Sports Physician and Lecturer

COMPANY

Section Sports Medicine,
University of Pretoria

PREVIOUS QUALIFICATIONS

MBChB, MSc (Sports Medicine)



Dr Phathokuhle Zondi

“... PLEASANTLY SURPRISED BY MY ABILITY TO TRANSFER MY LEARNING DIRECTLY INTO MY BUSINESS...”

“To understand how the MBA impacted my business and myself as a leader in my organisation, consideration must be given to my background. I was 54 years old at the time of my application, the CEO of a start-up entrepreneurial operation with a very strong desire to obtain the skills needed to manage my business more effectively. I suspect that my fellow students enjoyed the life-experience that I brought into the classroom.

While some of benefits that I can ascribe to my MBA studies cannot be measured, I kept a record of some of the more obvious results that could be measured in the workplace:

- **Micro-economics** - I applied the theory of inelastic pricing to a product and now earn an additional R360 000 pa profit as a result;

- **Corporate finance** - Learning about company valuations saved our company about R100 000 in professional fees (I did the most of the work myself); and
- **Corporate strategy** - The lessons stimulated me to re-examine our strategy, resulting in a successful tender for a significant new income stream within our business.

I was very pleasantly surprised by my ability to transfer my learning directly into my business. As we progressed through the two year programme my business was transformed into a professional operation and was acquired by a listed company.

On a more personal note, the MBA programme had a deep effect on me as I was made more aware of the complexity in the cultural diversity of our society in South Africa. An amazing and highly profitable experience to say the least.”

NAME
Mike Wood

JOB TITLE
Managing Director

COMPANY
EOH Employee Benefits (Pty) Ltd

PREVIOUS QUALIFICATIONS
CFP® (UFS); Advanced PG Diploma
Financial Planning (UFS)



Mike Wood

“Energy, leadership potential, maturity, ambition and a drive to make a meaningful contribution to the world of business in Africa are all essential qualities in a successful GIBS MBA applicant.”

The average age of the GIBS MBA student is 33. An undergraduate degree and a desire for further challenges alone are not sufficient for eligibility. Energy, leadership potential, maturity, ambition and a drive to make a meaningful contribution to the world of business in South Africa are all essential qualities in a successful GIBS MBA applicant.

In order to be considered for a place on the GIBS MBA programme the following criteria must be met:

As of 2016 prospective students interested in studying towards a Master's in Business Administration (MBA) will now be required to be in possession of an NQF level eight qualification, i.e. honours degree, postgraduate diploma or equivalent qualification;

- A minimum of five years' work experience, at least two years of which must have been at management level;
- Leadership potential (your experience, letters of reference and application essays should all reveal that you can assume a leadership role in the workplace);
- 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; and
- Competence in MS Word, Excel, PowerPoint and a web browser.

In response to this, GIBS has restructured the MBA. GIBS accommodates students with a three year degree through a Postgraduate Diploma in General Management. Students need to successfully complete all requirements for the Postgraduate Diploma in General Management in order to be eligible to gain entry in to the GIBS MBA.

The following core courses are covered in the Postgraduate Diploma in General Management:

- Financial Accounting
- Microeconomics
- Marketing
- Human Behaviour and Performance in South Africa
- Management Accounting
- Macroeconomics
- Human Resource
- Strategy Analytical Tools and Techniques
- Corporate Finance
- Organisational Development and Transformation
- Operations Management

Students may be eligible for credits for the postgraduate diploma or equivalent obtained at another institution. Please contact our admissions department for more information.

ENTRANCE TESTS:

Applicants for the MBA programme must complete either the GIBS Entrance Test or the GMAT. Please note that while these tests represent only one of the several selection criteria for admission to the MBA programme, the applicant must meet the following minimum requirements:

- A score of 550 for the GMAT.
- A minimum of an average score for at least two of the three components of the GIBS Entrance Test.

When making the final decision to accept an applicant, we also look carefully at their undergraduate academic record, references, essays and work experience. In some cases we may request applicants to attend an interview or panel discussion prior to making a decision.

Please note: Four subjects from the GIBS PDDBA will be considered as credits towards the GIBS MBA. This is conditional on students attaining a 65% aggregate in these subjects and commencing the MBA within five years of completing the PDDBA. No other degrees or credits are eligible.

Non-degreed students: It is compulsory for non-degreed applicants to register for the GMAT. A minimum score of 550 must be achieved in order for the application to be considered. In addition, non-degreed applicants will undergo a series of interviews (panel and one-on-one) and admission to the programme is subject to approval by the Senate of the University of Pretoria.

MODULAR AND PART-TIME MBA 2016/17 FEE STRUCTURE*

Application fee	R2 750
Registration fee (deposit paid upon acceptance, offset against total tuition below)	R15 000
Total tuition fees for the programme (2016 and 2017, excluding global module)	R210 500
Administration fee for students from countries outside South Africa	R5 000
Global module fee	\$4 000 – \$5 900 (USD)

FULL-TIME MBA 2016/17 FEE STRUCTURE*

Application fee	R2 750
Registration fee (deposit paid upon acceptance, offset against total tuition below)	R15 000
Total tuition fees for the programme (2016 and 2017, excluding global module)	R210 500
Administration fee for students from countries outside South Africa	R5 000
Global module fee	\$4 000 – \$5 900 (USD)

- The above fees include all catering, textbooks, parking, free access to study rooms on campus and campus Wi-Fi.
- All prices quoted above are subject to change. Prices will be confirmed by September 2015.
- These fees include the cost of the Postgraduate Diploma in General Management and the MBA.

- ❑ Applications open on 1 June 2015.
- ❑ Applications for international students outside SADC region close on 31 August 2015.
- ❑ Applications for non-degreed applicants close on 30 September 2015.
- ❑ Applications for all MBA programmes close on 2 November 2015.

For more information go to www.gibs.co.za/admissions

STEP 1: APPLY ONLINE

All applications for the GIBS MBA must be made online. Go to www.gibs.co.za/admissions to view admissions criteria and apply.

STEP 2: ENTRANCE TEST AND REFERENCE FORMS

Once the application form has been submitted, the Admissions Office will send you the test booking dates and reference forms which are to be completed and submitted to the Admissions Office.

STEP 3: ADMISSION

Once the test results are available and reference forms have been submitted to the Admissions Office, the application is now ready to be reviewed by the Admissions Committee. The Admissions Office will notify you of the outcome provided that there is no outstanding documentation.

Note: In order to be considered by the Selection Committee, your application form, the non-refundable application fee of R2 750, application essays, entrance test results, official academic transcripts and referees' reports must reach GIBS by no later than the closing date.

Contact details for the MBA administration team can be found at www.gibs.co.za/contactus.

Should you wish to write the GMAT, go to www.mba.com for more information. 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.

GIBS processes applications for admissions on a continuous basis as we receive them. If you have been offered a place on the GIBS MBA which you do not wish to accept, kindly inform us in writing. Please note that the place offered on the MBA may differ to that which the student applied for due to GIBS' rolling admissions procedure.

To find out more about the GIBS open evenings go to www.gibs.co.za/openevening.

The mission of the Gordon Institute of Business Science is to significantly improve responsible individual and organisational performance, primarily in South Africa and increasingly in our broader African environment, through high quality business and management education.

For more information please contact:

The Admissions Office
Gordon Institute of Business Science
PO Box 787602, Sandton, South Africa, 2146

landline **+27 (0)11 771 4120** or **+27 (0)11 771 4331**

fax **0866 380 543**

email **admissions@gibs.co.za**

website **gibs.co.za/mba**

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