



Master of Business Administration

2025 Electives Course Outlines

COURSE CODE: BUSA7444A

COURSE DESCRIPTION: BUSINESS VENTURE START-UPS

This course is designed to provide a thorough introduction to the theoretical and practical issues associated with entrepreneurship and new venture creation. Through exposure to the latest and best research available on entrepreneurship, myths are systematically dispelled that exist in the popular press surrounding entrepreneurship. The course adopts an evidence-based approach which follows the science-informed practice of entrepreneurship. To develop understanding and rigour in the field of entrepreneurship, the topics in this course are based on a body of knowledge currently defining the domain of entrepreneurship studies. The focus of the content is on knowledge and skills that research have identified as critically important which translate into learning objectives.

COURSE CODE: BUSA7422A

COURSE DESCRIPTION: BUSINESS IN AFRICA

This course provides candidates with an in-depth understanding and valuable fieldwork experience on Africa's competitiveness in the global economy and the relationship between various factors and institutions that influence the economic development and the competitiveness of countries, regions and firms. This course will not cover North African countries as these nations are technically part of the greater Middle East referred to as MENA. Apart from the classroom sessions, the practical application of this course will consist of a fieldwork exercise to a South African company that has expanded into Africa.

COURSE CODE: BUSA7445A

COURSE DESCRIPTION: CORPORATE ENTREPRENEURSHIP

This course explores ways to facilitate and sustain entrepreneurship in larger, more established firms. In the question for sustainable competitive advantage, companies are finding that lower costs, higher quality and better customer service are not enough. Today, they must be faster, more flexible, more aggressive and more innovative in order to maintain the competitive edge. In short, they must be more entrepreneurial. The focus of

this course is on creating work environments where entrepreneurship is not the exception, it is the norm. It also has application value, where candidates must take the ideas, concepts, tools and frameworks to which they are exposed and apply them in a series of real world cases and contexts.

COURSE CODE: 7395A

COURSE DESCRIPTION: DEVELOPMENT AND ENTREPRENEURIAL FINANCE

This course explores development and entrepreneurial finance. The topics to be covered include: (1) private equity, including different enterprise-creating and stake-restructuring types of private equity, and modelling of their returns; (2) compare and contrast the role of angel finance and venture capital with those of credit support schemes; (3) buyouts and venture capital will be studied in detail, as well as treatment of secondary transactions, development and growth capital, and how to plan and execute private equity investment programmes over time; (4) the nexus between non-governmental credit institutions, government credit schemes, banks, and the development policy of governments.

COURSE CODE: BUSA7446A

COURSE DESCRIPTION: INDUSTRY AND COMPETITOR ANALYSIS

This course provides an analytical overview of what makes industries competitive. Industry and competitive analysis (ICA) are part of any strategy development in firms and other organisations. It contains a very practical set of methods to quickly obtain a good grasp of any industry, be it pharmaceuticals, information and communication technologies, aluminium or other extrusion industries, or even the beer industry. The purpose of ICA is to understand factors that impact on the performance of that industry, as well as the performance of firms within that industry. This course is built upon theoretical frameworks from the likes of strategy gurus such as Professor Michael Porter, e.g. Porters Five Forces and Strategic Group Mapping. Fresh local industry case studies most relevant are used by candidates as the basis for analysis.

COURSE CODE: BUSA7429A

COURSE DESCRIPTION: INDUSTRY FORESIGHT AND BUSINESS FUTURE STRATEGY

This course provides a comprehensive introduction to the field of industry foresight and business future strategy. Nobody can predict the future; therefore, a lot rests on a manager's superior ability to judge the course and timing of new initiatives under uncertain conditions. As insight into complexity, uncertainty and change has itself become an area of business competition, the field of industry foresight has grown to provide theoretical and practical tools to improve this ability. The course integrates industry foresight tools with innovation and leadership "best practice" research to fully introduce the qualitative techniques for managers seeking to make better business decisions under conditions of external uncertainty.

COURSE CODE: BUSA7454A

COURSE DESCRIPTION: MANAGEMENT CONSULTING

Good management consulting skills are an essential lever to effectiveness and viability in complex organisations, particularly those facing the pressures of ongoing and accelerating change and uncertainty. A working understanding of management consulting skills is essential to the long-term success of any organisation for sustainable

success. Topics covered are located at the core of understanding the strategic nature of management consulting. The course is designed to be highly effective and applied – candidates will apply diagnostic tools to current situations in their organisations. Candidates will also consider a number of business cases of relevance.

COURSE CODE: BUSA7448A

COURSE DESCRIPTION: MERGERS AND ACQUISITIONS

This course is designed to introduce candidates to the world of Mergers and acquisitions (M&A) and encourages the developments of the necessary core skills to understand an M&A transaction, while being ever mindful of the pitfalls. M&A are pivotal events for the companies involved. Both parties hope to benefit from the greater efficiency and competitive strength found in the combined company. Strategies are altered and as a result product lines are broadened, strengthened, or refocused; management systems and personnel are changed; and levels and growth rates of profits are shifted. In some instances, however, one side or the other (or both) lose substantial sums of money. Perhaps half of all mergers and acquisitions fail or do not achieve the desired results. An understanding of pre- and post-merger valuation analysis is required to avoid this pitfall.

COURSE CODE: BUSA7456A

COURSE DESCRIPTION: STRATEGIC FINANCE

This course assists candidates to develop a critical understanding of financial links to strategy especially the enabling characteristics of and limitations of finance in strategic decision-making. It provides an overview of corporate finance in both a domestic and an international setting. Candidates examine the workings of international capital markets emphasising the pricing of bonds and equities. We will also discuss NPV & other investment criteria, risk & return, options and M&A. In addition, it provides candidates with a critical understanding and background to issues that help shape strategic business decision-making. MBA candidates are expected to be aware that finance and business strategy operate within an industry and institutional context. The course explores the current business context within which finance operates and the factors that can promote or frustrate strategic outcomes.

COURSE CODE: BUSA7455A

COURSE DESCRIPTION: ORGANISATIONAL CULTURE IN SOUTH AFRICA

This course will develop participants' insight into organisational culture, building their grasp of how leaders may shape culture to promote, or at least be aligned with, corporate strategy and transformational objectives. Students will understand how successful leaders employ culture to inspire and motivate people in their organisations, gaining commitment to change objectives

where necessary. They will explore theoretical models that enhance understanding, enable comparable measurement and provides the means to set culture change objectives.

COURSE CODE: BUSA 7460A

COURSE DESCRIPTION: ISSUES IN LEADERSHIP

The major purpose of this elective is to provide students with a general understanding of the theory and practice of leadership. The ultimate aim is that students will be able to understand Leadership generally and be able to apply it specifically. To assist students in achieving this broad goal, we also spend a good deal of time on understanding Leadership and focus on the contexts of change, followers and the self of the leader. Therefore, the course focuses on the importance of the "I" in modern leadership theory and as such students are guided to think critically about and reflect on their own leadership. Particular emphasis is placed on how that relates to being situated in Africa as well as how leadership is influenced by the context. A particular session is devoted to African Leadership in terms of the key concepts underscoring the philosophy thereof and how it can be used in modern organisational life. After completion of this elective students will be able to:

- Display insight on how to lead through people by understanding leading theories on leadership, drivers of leadership and the context of leading in organisations, and
- Apply areas of reflection including individual, collective, internal and external factors and determine their influence on individual leadership style.

COURSE CODE: 7420A

COURSE: AFRICAN LEADERSHIP

This course aims to assist students in:

- Developing a basic understanding of the role of culture in business;
- Understanding issues of leadership in the South African context;
- Making sense of the relationship between transformation and managing/leading diversity in South Africa (and elsewhere);
- Presenting an elaborate business case for diversity;
- Understanding and interpreting the concept of diversity in South Africa (and elsewhere);
- Exploring a conceptual framework and best practices of leading diversity;
- Finding their own authentic way to lead.

COURSE CODE: BUSA 7434A

COURSE: SCIENCE, TECHNOLOGY AND INNOVATION FOR BUSINESS LEADERS

The Science, Technology and Innovation (STI) for Business Leaders course provides students with an introduction to the role of science, technology and innovation in both economic and social development. In particular, it addresses these issues from the perspective of firms, which are the primary locus of innovation. The course equips emerging business leaders with the knowledge and tools for understanding the role of science, technology and innovation in social and economic development and the involvement of policy in setting a contextual framework for an innovation-driven economy. It will enable these emerging leaders to understand how to manage complex issues that involve science and technology, industrial strategy and structure, government policies, and environmental sustainability.

The course will provide an opportunity for students to familiarise themselves with some of the main theoretical frameworks and concepts in innovation studies, and to compare and contrast their applicability in countries of the both the global North and South. It will provide an opportunity to engage with innovation as practiced by the private sector, public sector and civil society organisations.

COURSE CODE: BUSA 7423A

COURSE DESCRIPTION: BUSINESS INNOVATION AS A RESPONSE TO GLOBAL SUSTAINABILITY CHALLENGES

This course is designed to provide a conceptual and practical understanding of business innovation for sustainability at the firm level in a range of organisational contexts. It provides an opportunity for students to explore the various ways that innovation can contribute to improving capabilities and systems for sustainability, resilience, mitigation and adaptation primarily from a business perspective. Students will evaluate the key factors required to embed innovative and sustainable practices in organisations of varying sizes and in different contexts.

COURSE: ASSET MANAGEMENT AND PORTFOLIO FORMATION

COURSE CODE: BUSA 7392A

The course is designed to examine both the theoretical basis and practical approach to the development and management of investment portfolios. The course aims to provide students with the quantitative and qualitative skills needed in the portfolio formation and asset allocation process.

The course objectives are to introduce students to the theoretical foundation of modern portfolio theory, the important types of investments, the different types of investors and the diversity of investment objectives. The theoretical foundation will be understood through an introduction to the mathematics of portfolio construction and diversification which will guide students' understanding of equity portfolio management strategies and portfolio performance evaluation.

To ensure that students develop a holistic understanding of portfolio management strategies and performance evaluation, a distinctive feature of the course is the focus on practical issues of managing investment portfolios. This will be achieved through the integration of case studies and in-class discussions.

COURSE: STRATEGIC BRAND MANAGEMENT

COURSE CODE: BUSA 7438A

This course provides with an understanding of, and ability to apply the principles of brand management to problems in the business context. This is critical for managers as the management of the corporate brand and product brands are crucial issues for any organisation. The brand management function is a central part of the marketing function which in turn is important for the success of organisations, and this course assists you in effectively managing this part of marketing. Students will be able to provide creative solutions to branding issues and present them effectively to a business audience.