

COURSE BROCHURE
EMBA

You have
mastered
the rules
now it's time to
change
them.

 Graduate School
BUSINESS
UNIVERSITY OF CLARE FOWLER

EXECUTIVE MBA

FULL
COLOUR
THINKING 



*Business is global, complex
and turbulent. Sometimes the
only constant is change.*

AND THE PEOPLE THAT THRIVE
AREN'T THE ONES THAT ARE THE MOST
POWERFUL OR INTELLIGENT, BUT THE
ONES MOST RESPONSIVE TO CHANGE.

The MBA in Executive Management (EMBA) is designed for people who have proven themselves in the business world and would like to enhance their abilities to respond effectively to change and conjure new solutions to old problems. Technical skill alone is no longer enough for those at the top. The EMBA works with emerging areas of scholarship to equip leaders and executives with the necessary soft skills and organising principles that will enable them to build resilience and make better decisions.

It's for people who have done what they do well but would now like to do it differently, with even better results. For people who are constantly learning, who are never satisfied with mediocrity and are open to asking

**'is there
a better
way?'**





STUDY WITH THE BEST

The EMBA is an applied learning experience for executives and leaders that will help you to develop in your executive role so that it is more fulfilling and purposeful. Study part-time over two years with some of the best thinkers in the field of management and leadership development at Africa's top business school and allow new possibilities to emerge.

MOVE FROM DOING TO BEING

Theory alone cannot explain practice; for that we need to be - and the EMBA fosters a sense of being in management that is powerful. It allows leaders and executives to become more mindfully present and develop practical wisdom and prudence so that they are able to prioritise in complexity and attend to what matters most.

BEING YOURSELF

The EMBA builds a crucial bridge between theory and practice. It will demand that you integrate the raw experience of being in management with progressive theory. You will emerge more comfortable with complexity, better able to manage in paradox, and committed to engaging with the social and economic challenges that 21st century organisations have to navigate.

GO BEYOND

More than a traditional MBA, the EMBA is targeted at senior, experienced individuals working in executive roles who consciously identify a need to enhance their ability to conceptualise and strategise, rather than focusing on their proficiency in functional management. The programme assumes competence in the fundamentals of business and emphasises process, synthesis, critique and insight leading to the application of new learning relevant for the executive level.

Core Curriculum

THE CURRICULUM COMPRISES FIVE CONTACT MODULES PLUS A DISSERTATION. THE INTERACTIVE NATURE OF THE PROGRAMME REQUIRES THAT STUDENTS MUST ATTEND ALL CONTACT MODULES AND CONTRIBUTE TO THE COLLECTIVE EXPERIENCE.

Module 1. **SYSTEMIC EXECUTIVE PRACTICE**

This first module will enable you to start the construction of a conceptual framework for systemic management practice, which all other modules will develop further. The learning processes and projects are designed to introduce and embed systemic practices in your own management practice.

Module 2. **MANAGING FOR SHAREHOLDER VALUE**

In this module you will explore opportunities for future value creation. The module integrates key concepts from the fields of economics, finance, globalisation and entrepreneurship into a strategic framework. It guides the establishment of strategic intent and identifies and organises the activities, resources, capabilities, structures and processes needed to realise this.

Module 3. **MANAGING FOR CUSTOMER VALUE**

Focusing on operations, this module will give you an in-depth understanding of how internal and external customer value is created in terms of quality, cost, volume and timing. The course aims to construct a cybernetic conceptual model of operations and to apply this to the value chain of the organisation and its different functions.

Module 4. **MANAGING FOR SOCIETAL VALUE**

In this module, you will broaden your focus to take in the wider socio-economic context in which business and other institutions operate. It is designed to instil an appreciation that an organisation is only as viable as the socio-economic system of which it is a part.

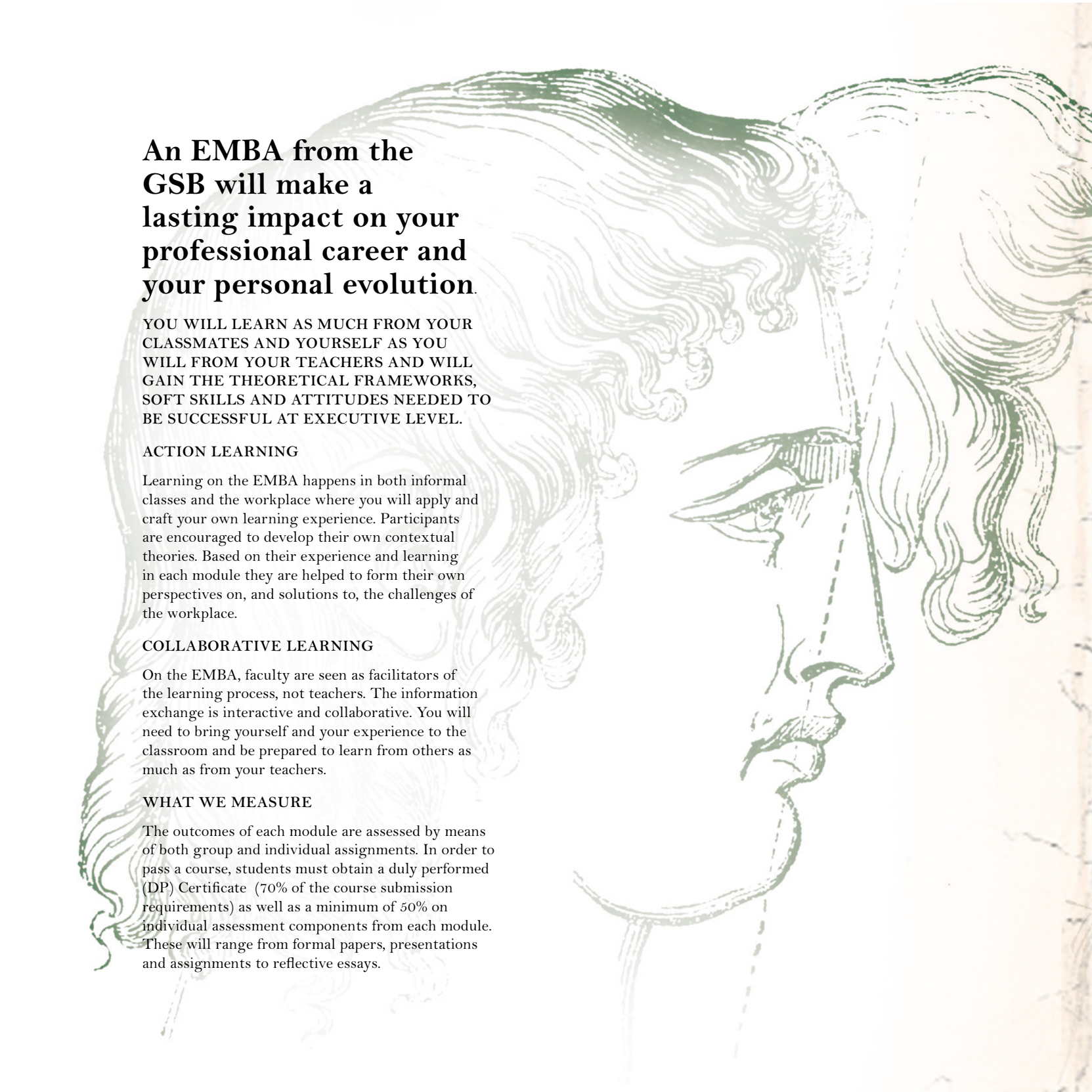
Module 5. **DESIGNING SUSTAINABLE BUSINESS MODELS**

The module will focus on enabling you to develop a new way of being in strategic management and leadership. By allowing you to dwell on and reflect on particular experiences using relevant theoretical concepts, as well as through trying out various heuristics and thought experiments, you will begin to experiment with different ways of being that will unlock new competence, agility and resilience in the workplace.

Dissertation

The dissertation marks the final phase of your EMBA. You will be required to write a 25 000 word research report on a topic of relevance to your organisation or context that demonstrates your understanding of the research process and your ability to apply this.





An EMBA from the GSB will make a lasting impact on your professional career and your personal evolution.

YOU WILL LEARN AS MUCH FROM YOUR CLASSMATES AND YOURSELF AS YOU WILL FROM YOUR TEACHERS AND WILL GAIN THE THEORETICAL FRAMEWORKS, SOFT SKILLS AND ATTITUDES NEEDED TO BE SUCCESSFUL AT EXECUTIVE LEVEL.

ACTION LEARNING

Learning on the EMBA happens in both informal classes and the workplace where you will apply and craft your own learning experience. Participants are encouraged to develop their own contextual theories. Based on their experience and learning in each module they are helped to form their own perspectives on, and solutions to, the challenges of the workplace.

COLLABORATIVE LEARNING

On the EMBA, faculty are seen as facilitators of the learning process, not teachers. The information exchange is interactive and collaborative. You will need to bring yourself and your experience to the classroom and be prepared to learn from others as much as from your teachers.

WHAT WE MEASURE

The outcomes of each module are assessed by means of both group and individual assignments. In order to pass a course, students must obtain a duly performed (DP) Certificate (70% of the course submission requirements) as well as a minimum of 50% on individual assessment components from each module. These will range from formal papers, presentations and assignments to reflective essays.

Dates And Fees

For more information on fees and term dates, please visit www.gsb.uct.ac.za

Admissions

Admission to the EMBA is highly selective and enrolment is limited. The programme aims to develop a cadre of professionals and senior executives who have conceptual capacity, cultural empathy and practical capabilities to build exceptional careers in either the public or private sectors, locally and internationally. Applications are assessed with this in mind.

Entrance Requirements

- Have a minimum of 10-15 years' work experience and a proven management track record in the public or private sector.
- Be fluent in English. Applicants whose mother tongue is not English will be required to produce a [TOEFL](#) certificate to verify fluency in English.
- Have completed either a Bachelor Honours degree or Postgraduate Diploma or a cognate Bachelor's Degree equivalent at level 8 through relevant work experience. Candidates not meeting the degree requirement can apply through the [Recognition of Prior Learning](#) (RPL) route and submit the Portfolio of Learning (POL) assessment form.
- GMAT test or the MCPA test. Applicants are required to write the Graduate Management Admissions Test (GMAT) and obtain a GMAT score of at least 550. If this is not achieved then an applicant may be asked to write the NBT. The GSB offers a five-day GMAT Preparation Course to help students prepare for the GMAT. As an alternative to the GMAT, applicants can complete the MCPA Assessment. This assessment provides an indication of the individual's most suitable longer term fit with organisational complexity or work themes, and provides information about current and future capabilities. Bookings for the MCPA can be made by visiting www.bioss.co.za and clicking on Assessment Bookings. Simply complete and submit the form after which you will then be contacted by Bioss to organise the MCPA. Results will be sent to the Graduate School of Business.
- Take the [NBT](#) test. Applicants writing MCPA are required to write the National Benchmark Test (NBT) and obtain an acceptable NBT score. This UCT-developed test provides additional insight into the candidate's verbal and quantitative abilities, and is assessed in conjunction with the other indicators.

Applicants who have met the admission requirements will be contacted to attend a selection interview.

**'It is not the strongest species
that **Survive**,
nor the most intelligent,
but the one most responsive
to **change**.'**

To find out more about our world-class academic programmes, executive education short courses and customised programme offerings contact
0860 UCT GSB (828 472) | INTL +27 (0)21 4061922 | admissions@gsb.uct.ac.za or visit www.gsb.uct.ac.za